WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

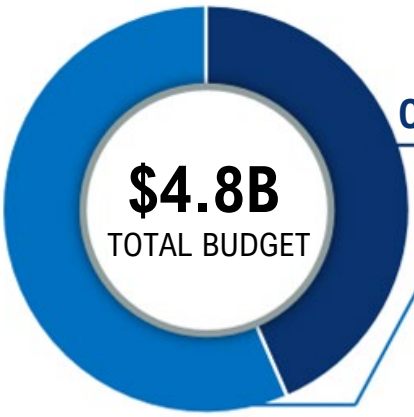
FY2024 PROPOSED BUDGET

EFFECTIVE JULY 1, 2023

#YOURMETRO:

WORKING DIFFERENTLY FOR OUR CUSTOMERS AND PARTNERS

METRO | *AT A GLANCE*



OPERATING BUDGET
$2.4B

CAPITAL BUDGET
$2.4B

3rd

BUSIEST U.S. RAIL TRANSIT SYSTEM

6th

BUSIEST U.S. BUS NETWORK

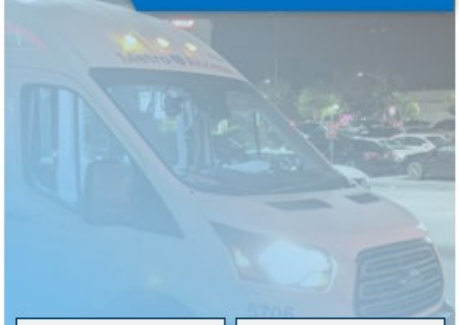
METROBUS

1,571	38.4M
ACTIVE FLEET	SCHEDULED REVENUE MILES

METRORAIL

1,278	132.3M
ACTIVE FLEET	SCHEDULED REVENUE MILES

METROACCESS



754	28.5K
ACTIVE FLEET	SCHEDULED REVENUE MILES

130 MILES OF RAIL

AERIAL	19	MILES
SURFACE	60	MILES
SUBWAY	51	MILES

98 RAIL STATIONS

DC	40	STATIONS
MD	26	STATIONS
VA	32	STATIONS

Rail stations and miles of rail includes Potomac Yard station, which is under construction with planned opening in 2023.
Throughout this book, chart and table totals may not sum due to independent rounding.

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General Manager and Chief Executive Officer's Message

We are working differently at Metro, and the preparation of this budget is no exception. Before proposing a budget this year, we conducted outreach with customers, employees, the larger community, and stakeholders through rail station meet and greets, open houses, surveys, town hall meetings and individual interviews. We learned what matters most to all of us is more frequent service that is safe, reliable, and affordable. While we continue to partner with the Board to develop a strategic transformation plan that will become our north star, this budget is a first installment towards delivering the customer experience improvements our customers deserve.

This collaborative approach is building trust through transparency and reinforces our commitment to the region. We have already implemented some immediate solutions; however, our work has just begun. Many of the concepts in this budget proposal will sound familiar. From low-income fare programs, fare simplification, improved wayfinding signage, modernize infrastructure and vehicles to be environmentally friendly, investing in our human capital, increasing public safety efforts, and more rail and bus service -- we are listening to our customers.

The budget proposal for FY2024 was made possible through continued federal funding support that enables us to continue our state of good repair and preventive maintenance work to deliver reliable service. And while we are fortunate to have several funding sources for FY2024, FY2025 presents a looming structural operating deficit that can only be addressed through regional consensus.

The FY2024 budget totals $4.8 billion, of which $2.4 billion is operating expenses and $2.4 billion is capital investments. Federal Covid-19 relief funding of $561.0 million will enable Metro to continue to deliver safe and reliable service while ridership and fare revenues continue to recover.

Throughout the pandemic, Metro has aggressively implemented its Capital Improvement Program (CIP). The FY2024 Capital Budget of $2.4 billion and six-year CIP of $14.4 billion advance investments in projects and programs that support safe, reliable, and efficient Metro services. Capital investments are made in six categories: Railcars and Railcar Facilities; Rail Systems; Track and Structures Rehabilitation; Stations and Passenger Facilities; Bus, Bus Facilities, and Paratransit; and Operations and Business Support.

Over the five years from FY2018 through FY2022, WMATA invested $8.3 billion through the CIP with projections estimated to reach a record-setting $2 billion or more in FY2023. Compared to FY2018, Metro's FY2024 capital budget increases annual investments in the transit infrastructure needed to provide safe, reliable, and efficient bus and rail service by $1.36 billion, a 109% increase. Sustained focus on completing projects started as part of the FY2022 budget and proposed through FY2031 will reduce the backlog of unfunded capital needs to $1.2 billion, as long as Metro continues to maintain assets that have achieved a state of good repair, as planned.

As you travel the region, I hope you will choose Metro. We beat traffic and gas prices, and we fight climate change. Though I am honored to be the general manager, it's #YourMetro, so please let us know how we can better serve you.

Sincerely,

Randy Clarke
General Manager
and Chief Executive Officer

Your Metro, The Way Forward

Establishing Metro's North Star

Mission – What We Do

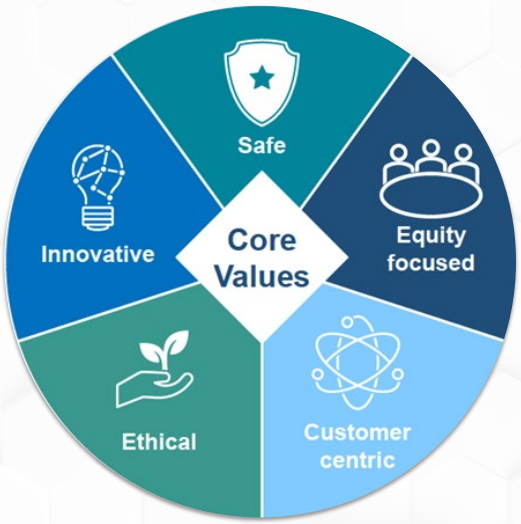
Your Metro – Connecting you to possibilities

Vision – Where We're Going

The region's trusted way to move more people safely and sustainably

Goals – Our Priorities to Achieve the Vision

Service Excellence
Regional Opportunity & Partnership
Sustainability
Talented Teams



Data and stakeholder input led to four goals and supporting objectives to achieve Metro's vision

Service Excellence	Regional Opportunity and Partnership	Sustainability	Talented Teams
Deliver safe, reliable, convenient, and enjoyable service for all customers	Design transit service to move more people and connect a growing region	Manage resources responsibly to achieve a sustainable operating, capital, and environmental model	Attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Washington Metropolitan Area Transit Authority
District of Columbia

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morrill

Executive Director

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Board of Directors

The Washington Metropolitan Area Transit Authority is governed by a Board of Directors that determines agency policy and provides oversight for funding, operation, and expansion of transit facilities within the Transit Zone. The 16-member Board of Directors is composed of eight Principal Directors and eight Alternate Directors. The District of Columbia, Maryland, Virginia and the federal government each appoint two Principal and two Alternate members. The Board performs its duty through three committees: Executive, Finance and Capital, and Safety and Operations. At the time of publication, three Board positions were vacant: two Alternate Directors representing the District of Columbia, and one Alternate Director representing the federal government.

Paul C. Smedberg, Chair – Commonwealth of Virginia

Paul Smedberg was first elected Chairman of the Board in June 2019 and re-elected in June 2020 and June 2021. He was first appointed to the Board as an Alternate Director in 2016 and appointed Principal Director in January 2019 representing the Commonwealth of Virginia. He served on the Alexandria City Council from 2003 to 2018, the Virginia Railway Express (VRE) Operations Board from 2006 to 2018 and has served on the Northern Virginia Transportation Commission (NVTC) since 2006. Mr. Smedberg currently serves as Chair of Metro's Executive Committee and is a member of the Safety and Operations Committee.

Lucinda Babers, 1st Vice Chair – District of Columbia

Lucinda Babers was confirmed by the District of Columbia (DC) City Council on May 4, 2021 as a principal member of the WMATA Board. She currently serves as the first Deputy Mayor for Operations and Infrastructure (DMOI) for District government. She previously served as the Director of the DC Department of Motor Vehicles (DC DMV). As the DC DMV Director, Ms. Babers led the agency in significant and innovative changes, including the closure and opening of three service centers, elimination of passenger vehicle safety inspections, creation of a more secure credential (along with central issuance), and implementation of REAL ID and Limited Purpose Credentials. Under her direction, DC DMV added numerous online services-and received several International Customer Service and Communication Awards from the American Association of Motor Vehicles Administrators (AAMVA), as well as several regional AAMVA awards. Ms. Babers serves as First Vice Chair of Metro's Executive Committee and is the Vice Chair of the Finance and Capital Committee.

James F. Ports Jr. 2nd Vice Chair – State of Maryland

James F. Ports Jr. was appointed to the WMATA Board of Directors as a Principal in January 2022 representing the State of Maryland. He also was named Secretary of the Maryland Department of Transportation (MDOT) in January 2022, the culmination of a career in public service spanning more than 30 years, including transportation posts at the local, state and federal levels and service as an elected representative in the Maryland General Assembly. Mr. Ports previously served as Executive Director of the Maryland Transportation Authority, responsible for constructing, managing, operating, and improving the state's toll facilities, as well as financing new revenue producing transportation projects. Mr. Ports currently serves as Second Vice Chair of Metro's Executive Committee and is a member of Metro's Finance and Capital Committee.

Sarah Kline – Federal Government

Sarah Kline was appointed in September 2021 to serve as a Principal Director for the Federal Government. Ms. Kline has spent her career developing and advancing policies to improve transportation outcomes in cities, towns, and rural areas, with a specialty in public transit and transit-oriented development. She led policy development for two national nonprofit organizations, Transportation for America and Reconnecting America. She also served as Director of Policy and Government Relations here at WMATA. Ms. Kline spent 8 years working at the U. S. Senate Committee on Banking, Housing, and Urban Affairs as counsel for transit policy, during which time she negotiated the transit provisions of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). Ms. Kline is a member of Metro's Executive Committee and Finance and Capital Committee.

Matt Letourneau – Commonwealth of Virginia

Matt Letourneau joined the Board as an Alternate Director in January 2019 and was appointed Principal Director representing the Northern Virginia Transportation Commission (NVTC) in March 2020. He was elected to represent the Dulles District on the Loudoun County Board of Supervisors in 2011 and re-elected in 2015 and 2019. Mr. Letourneau serves as Chairman of the Loudoun Board's Finance, Government Operations and Economic Development Committee. He represents Loudoun County on NVTC was its 2019 Chair. Mr. Letourneau serves as Chair of Metro's Finance and Capital Committee.

Tracy Hadden Loh – District of Columbia

Dr. Tracy Hadden Loh was appointed to the Board as a Principal Director in November 2021. Dr. Loh is a Fellow with the Anne T. and Robert M. Bass Center for Transformative Placemaking at the Brookings Institution. She is a graduate of DC public schools and holds a Ph.D. in city and regional planning from the University of North Carolina at Chapel Hill. Dr. Loh served two years representing Ward 1 on the Mount Rainier City Council in Prince George's County, Md. She is currently chair of the board of directors of Greater Greater Washington. Dr. Loh is a member of Metro's Safety and Operations Committee.

Don Drummer – State of Maryland

Don Drummer was appointed to the Board in July 2021 as a Principal Director from Maryland. He is a solar energy entrepreneur, a retired Senior Executive in federal government, and a retired U.S. Army Colonel. Mr. Drummer concluded his federal career in the Federal Aviation Administration (FAA) while serving as Director of the Aviation Logistics Organization in Washington, DC from December 2015 to May 2018. His responsibilities included nationwide planning, programming, and management of the FAA real property lease portfolio (6.4 million square feet) and personal property account (valued at $7.2 billion). Prior to this appointment, Mr. Drummer served in the Transportation Security Administration (TSA) for almost six years culminating as Deputy Assistant Administrator in the Office of Security Capabilities, which was preceded by 30 years of active-duty service in the U.S. Army. Mr. Drummer serves as the Chair of Metro's Safety and Operations Committee.

Kamilah Martin Proctor – Federal Government

Kamilah Martin-Proctor was appointed to the Board in September 2021 as a Principal Director to represent the Federal Government. She also currently serves as 2021 Chair, Washington D.C. Commission on Persons with Disabilities (DCCPD). In addition, she also serves on the Board of the World Institute on Disability (WID), is a British-American Project Fellow and was the WDC 2020 United State of Women Ambassador. Ms. Martin-Proctor served as Vice-Chair on President Barack Obama's National Council on Disability and has worked with the Charles B. Rangel International Affairs Program at Howard University. She also worked as Staff Assistant and Legislative Correspondent for Congresswoman Shelia Jackson Lee (D-TX) and as Executive Assistant to Senator Robert Menendez (D-NJ). Martin Proctor received a B.A. in Political Science and an M.A. in Organizational and Cultural Communication from Howard University. She is a lifelong resident and fourth generation Washingtonian. Ms. Martin-Proctor is the Vice Chair of Metro's Safety and Operations Committee.

Canek Aguirre – Commonwealth of Virginia

Canek Aguirre was appointed to WMATA Board of Directors as an Alternate Director in March 2020. He was appointed to the NVTC in January 2019 and is currently serving as its chair. Mr. Aguirre was elected in November 2018 to serve a three-year term on the Alexandria City Council, the first Latino elected to that body. He is a past chair of the Economic Opportunities Commission, past president of the Tenants and Workers United (TWU) Board of Directors, and past vice-chairman of the Health Systems Agency of Northern Virginia (HSANV) Board of Directors. In 2016, Mr. Aguirre was appointed to the Virginia Board of Social Work by Governor Terry McAuliffe.

Michael Goldman – State of Maryland

Michael Goldman was appointed to the Board as an Alternate Director in December 2022 representing Montgomery County. Mr. Goldman has practiced in the areas of international, antitrust and transportation law since 1972. He previously served as a Principal Director on the WMATA Board from 2013 – 2021. During his time as a Principal Director, Mr. Goldman served as the Board's Second Vice Chair and the Chair of its Safety and Operations Committee. Mr. Goldman is currently an active member of the District of Columbia Bar, the American Bar Association sections on antitrust and administrative law, and the Forum on Air & Space Law.

Bryna Helfer – Federal Government

Bryna Helfer was appointed in September 2021 to serve as Alternate Director for the Federal Government. She has a long career in public service with a wide range of experiences in the transportation industry including former positions as Deputy Assistant Secretary for Public Engagement at the United States Department of Transportation (USDOT), Senior Advisor on Accessible Transportation and Workforce Development at USDOT, Senior Advisor for the Federal Interagency Coordinating Council on Access and Mobility, and the Director of Easter Seals Project ACTION. Dr. Helfer currently serves as the Assistant County Manager in Arlington County, Virginia where she leads government wide communications and public engagement strategy.

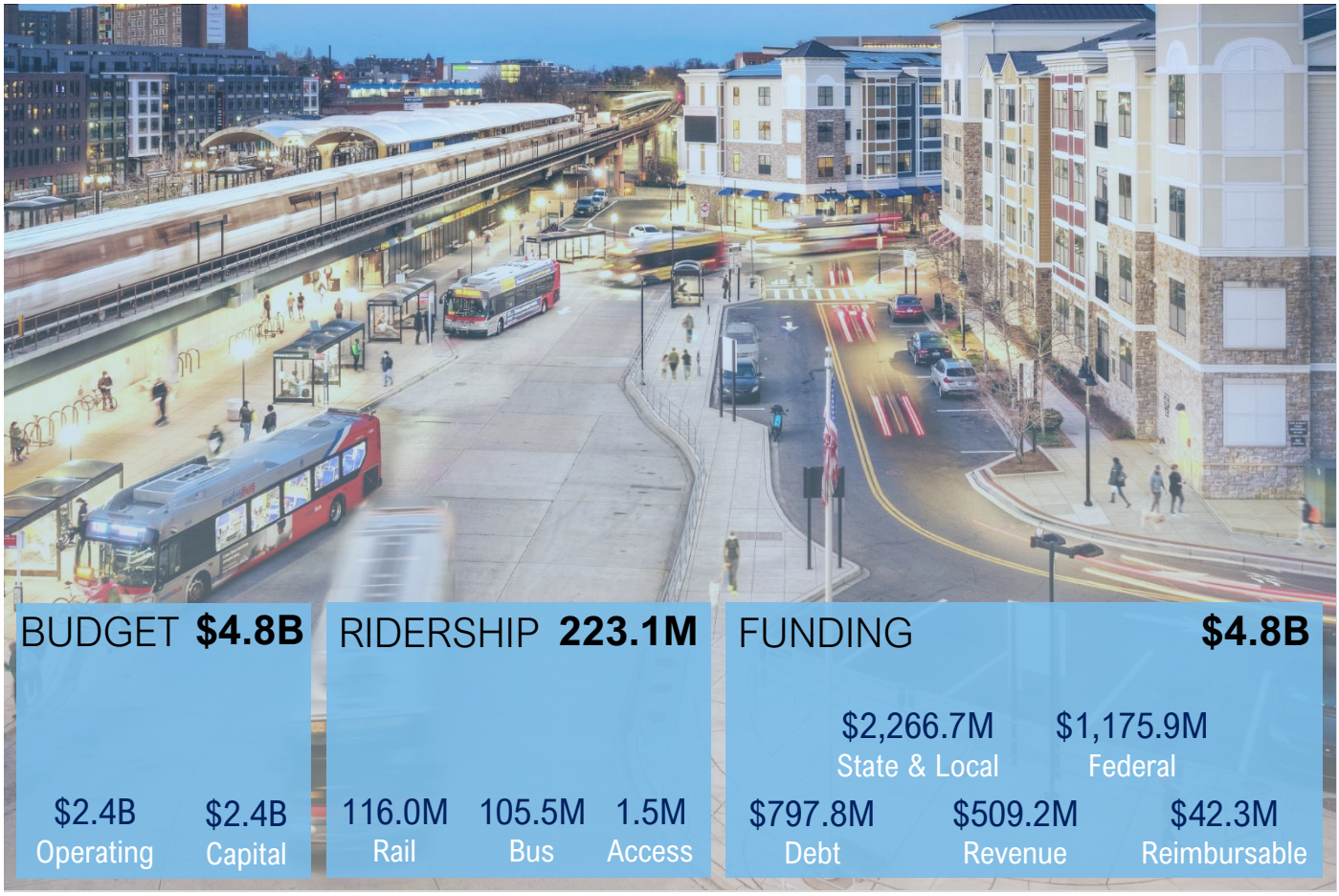
Walter L. Alcorn – Commonwealth of Virginia

Walter L. Alcorn was appointed to the Board in January 2020 as an Alternate Director representing Fairfax County when he began his first term as the Hunter Mill District Supervisor on the Fairfax County Board of Supervisors. Mr. Alcorn's focus is on transit-oriented development, pedestrian/bicyclist mobility and safety, affordable housing and diversifying the local economy. Previously, Mr. Alcorn served on the county's Planning Commission for 16 years and served on the Park Authority Board. Professionally, he has worked on environmental issues in the tech industry and is a nationally recognized expert on electronics recycling systems.

Thomas Graham – State of Maryland

Thomas H. Graham was appointed to the Metro Board of Directors in May 2019 as an Alternate Director representing Prince George's County. Mr. Graham is the founder of T.H. Graham and Associates, a strategic consulting firm. Prior to his work as a consultant, Mr. Graham served in several leadership positions at Pepco Holdings, Inc. before retiring in 2016. Mr. Graham currently serves on the board of Summit Utilities Inc., and Midwest Reliability Organization, in addition to several other boards.

Chapter 1 – Budget Summary



Executive Summary

Metro is committed to improving the safety, reliability, and affordability of the regional transit system by substantially improving its assets and providing a dependable and equitable transit experience for the communities we serve.

The FY2024 Proposed Budget continues to support the region's recovery from the Covid-19 pandemic by building on important steps that Metro took in the last three fiscal years to restore and improve service and provide more convenient fare options.

During FY2024, Metrobus and Metrorail service will see further improvements. In addition, Metro will enhance fare and service equity to promote broader transit access across the region through a low-income fare and service optimization. While continuing to build momentum for Metro and the region's recovery, the budget adheres to legislatively mandated subsidy growth limits.

As the Covid-19 pandemic drastically reduced ridership and fare revenue beginning in FY2020, federal relief funds have played a critical role in bridging Metro's funding gap and ensuring continued delivery of essential transit service as the region recovers. Federal relief funds will play an important role in funding Metro operations in FY2024 as Metro will utilize remaining funding provided through the American Rescue Plan Act (ARPA) to balance the FY2024 budget.

Prior to the pandemic, ridership had stabilized approximately 300 million trips per year. At the onset of the pandemic in March 2020, ridership and revenue declined approximately 90 percent. The FY2024 total ridership forecast is 223.1 million trips or 71 percent of pre-Covid-19 levels. Although Metro is optimistic that transit ridership will rebound in the long run, the FY2024 Proposed Budget assumes ridership and revenue recovery will remain below pre-pandemic levels in the near term.

The FY2024 Proposed Budget is funded with $509.2 million of projected operating revenues (excluding federal support), 80 percent of which is supported by fare revenue, and the remainder from non-fare revenues such as parking fees and advertising revenues. The FY2024 operating revenue projection, excluding federal relief of $561.0 million, represents a $126.7 million increase or 33.1 percent over FY2023.

The $12.4 billion in planned FY2024-2029 CIP investments focuses on safety, state of good repair, reliability, security, and customer experience improvements with $2.4 billion proposed for investment in FY2024. The CIP includes Passenger Rail Investment and Improvement Act (PRIIA) funding, which has been authorized by Congress through Metro's Fiscal Year 2031. The CIP includes assumptions about increases to Federal formula funding over the six-year planning horizon. Federal financial including the increase in federal investment under the Infrastructure Investment and Jobs Act is critical for funding Metro's capital investment.

Despite the ongoing impact of Covid-19 on the FY2024 Proposed Budget, Metro continues to look toward the future and focus on services and initiatives that will support the region's long-term livability and economic growth.

Construction for new Metro office and larger redevelopment near Eisenhower Ave Station

Operating Budget

The Proposed FY2024 Operating Budget total of $2.4 billion (including debt service) represents a three percent increase over the FY2023 Budget. The operating budget upholds Metro's commitment to safety, reliability and affordability and maintains its mission as an essential transportation provider to the region. Specifically, the operating budget:

- Continues improvements to Metrobus and Metrorail service that enhance service equity and promote broader transit access
- Simplifies the Metrorail fare structure for customers
- Reduces costs through additional management efficiencies

To further encourage ridership recovery, the Proposed FY2024 Budget includes fare and service changes such as:

- Weekday peak and off-peak fare structure consolidation
- Simplification of Metrorail per-mile charges by standardizing at 40 cents per mile
- Administer a Low-Income Fare Discount program
- Alignment of Metrorail and Metrobus base fares at $2 each
- Launch of the Better Bus network redesign
- Implementation of targeted Metrorail and Metrobus service frequencies improvements

The Base Budget

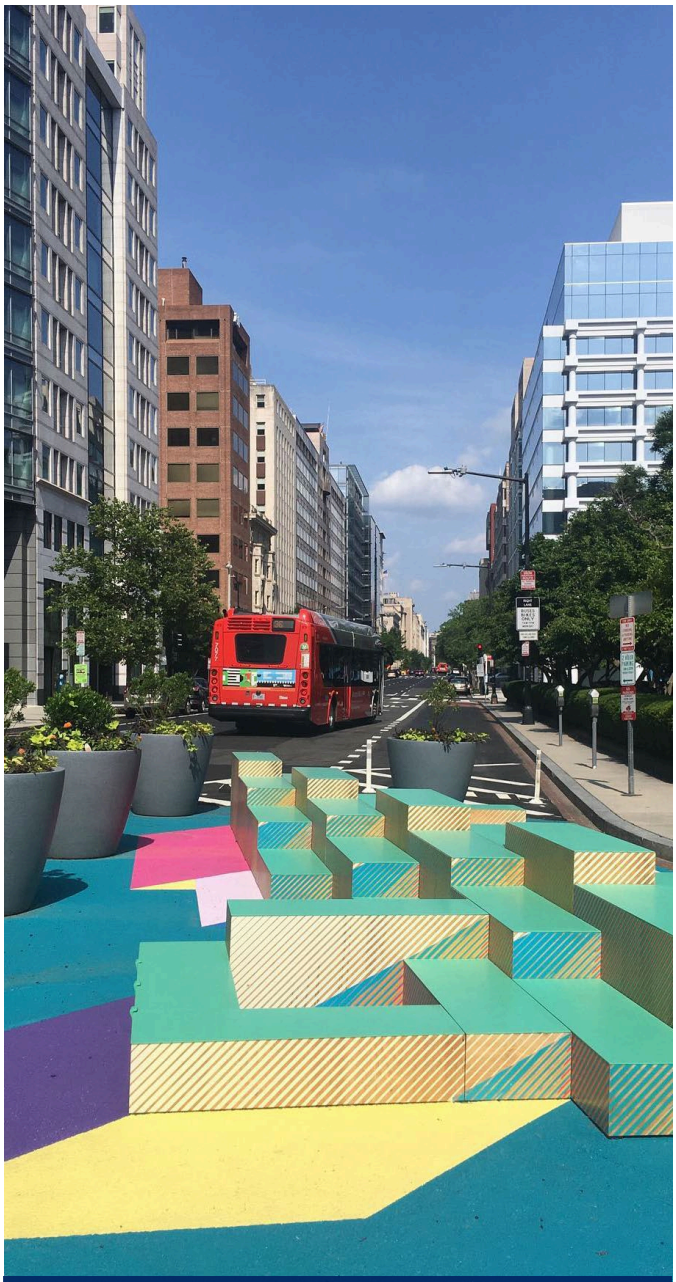
The Operating Budget is legislatively restricted to three percent annual subsidy growth. In FY2024, the legislatively mandated base three percent subsidy growth cap totals $1.2 billion.

In FY2024, personnel and non-personnel costs are projected to increase. As a result, personnel costs will represent 67.5 percent of Metro's total Operating Budget as compared to 67.6 percent of the FY2023 Budget. The FY2024 Budget supports 13,113 positions funded by the Operating and Capital Budgets. Total non-personnel costs will increase by $25.4 million, or 3.5 percent.

Since FY2018, management actions have included expense reduction and revenue-generating initiatives resulting in savings of $298 million. The Budget includes $38.5 million of additional revenue-generating initiatives and expense reductions through management efficiencies; including improving labor utilization and process and program modernization.

Legislative Exclusions

Legislatively excluded costs are mandated costs Metro incurs that are excluded from the base budget and not subject to the three percent subsidy growth cap imposed by the Commonwealth of Virginia and State of Maryland as part of the dedicated funding legislation. In FY2024, subsidy for legislatively excluded items totals $24.3 million and will fund operations for Board approved service enhancements and Potomac Yard Station.



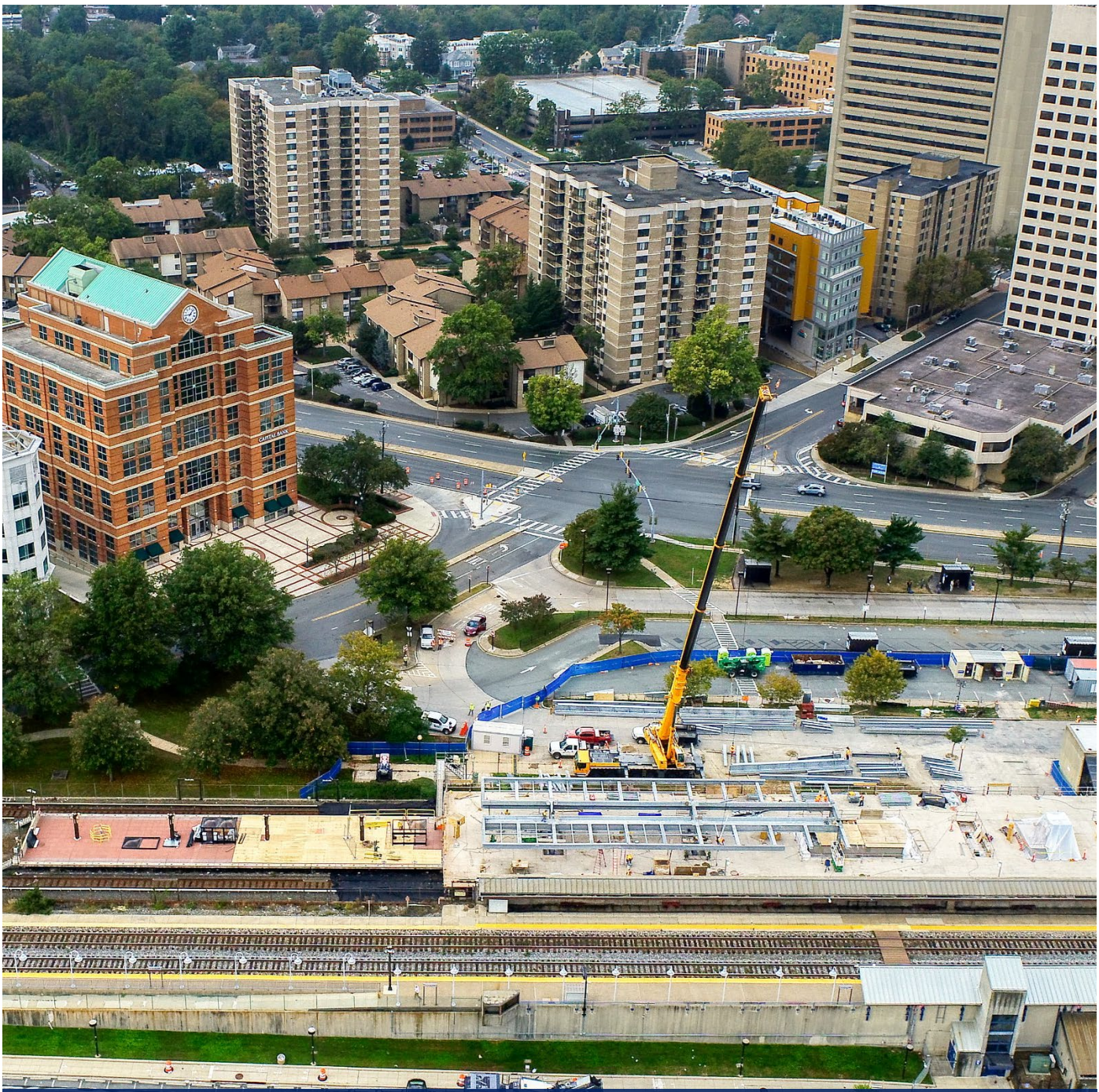
Metrobus near Pennsylvania Ave pocket park

Capital Budget

The $2.4 billion FY2024 Capital Budget includes debt service and revenue loss from capital projects, and the $14.4 billion total FY2024-2029 CIP focuses Metro's capital investments on safety, state of good repair, and reliability of Metrorail, Metrobus, and MetroAccess assets.

Metro's CIP is grouped into six major investment categories: Railcars and Railcar Facilities; Rail Systems; Track & Structures Rehabilitation; Stations & Passenger Facilities; Bus, Bus Facilities & Paratransit; and Operations and Business Support.

Details regarding the Capital Budget and the Six-Year Capital Improvement Program can be found in Chapter 4. Additional information regarding WMATA's 10-Year Capital Needs can be found on-line at: **www.wmata.com/initiatives/capital-improvement-program/**



Aerial photograph of Rockville Station Canopy Replacement Project

FY2024 Sources of Funds

Metro's operating and capital budgets are funded through a variety of sources including system generated revenues, state and local support as well as federal funding sources.

State and local funding of $2.3 billion supports both the operating and capital budgets delineated as follows:

- The jurisdictional operating contribution of $1.3 billion includes $1.3 billion of net operating subsidy and $72.2 million of debt service contributions
- State and local funding of $942.6 million supporting the capital program consists of the following funding sources:
  - $500.0 million of dedicated funding
  - $293.3 million in federal match and system performance funds
  - $148.5 million in state and local match to federal PRIIA grants
  - $0.9 million in Congestion Mitigation and Air Quality (CMAQ) grants

System generated revenues derived from Metrorail. Metrobus and MetroAccess support the operating budget and total $509.2 million including:

- Passenger fares of $406.0 million
- Non-passenger revenue totaling $103.2 million consists of parking, advertising, joint development and fiber optic proceeds of $86.5 million and other sources of revenue of $16.7 million

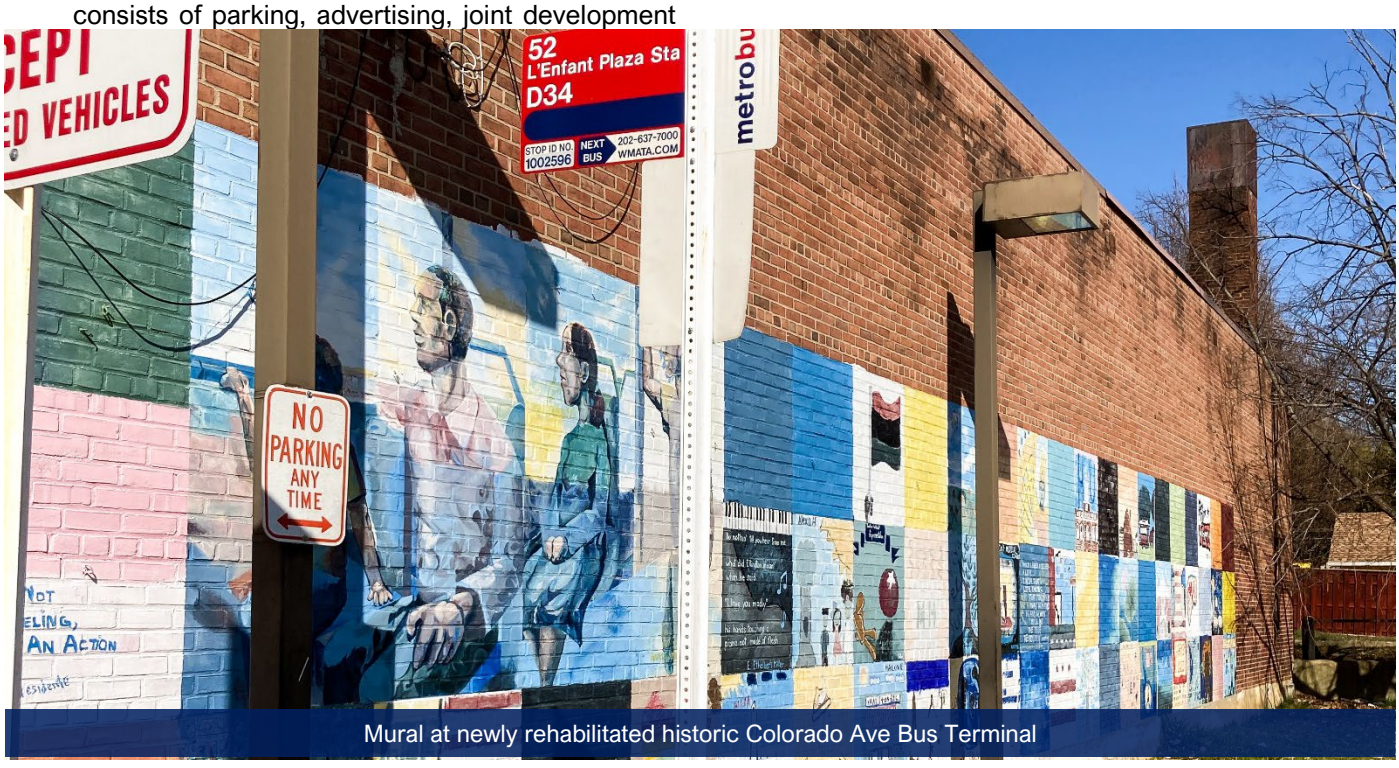
Federal funding of $1.2 billion consists of $561.0 million in federal ARPA relief in the operating budget and $614.9 million of support for the capital program:

- $148.5 million in total PRIIA funding, including $5.0 million for the Inspector General's office
- $471.4 million in Federal Transit Administration (FTA) formula grants and other federal grants
- $561.0 million from the American Rescue Plan Act (ARPA) to offset the revenue losses and fund additional expenses incurred due to the ongoing pandemic

Reimbursable project funding supports both the operating and capital budgets as follows:

- $9.2 million for operating projects requested by jurisdictions or other third parties and safety/security programs
- $33.2 million in jurisdictionally requested capital improvements

Dedicated funding debt proceeds totaling $797.8 million support the capital program.



Mural at newly rehabilitated historic Colorado Ave Bus Terminal

Please note that chart and table totals throughout this publication may not add due to rounding.

SOURCES OF FUNDS – SUMMARY

($ in millions)

$ 42.3 (0.9%)
REIMBURSABLE

$ 509.2 (10.6%)
REVENUE

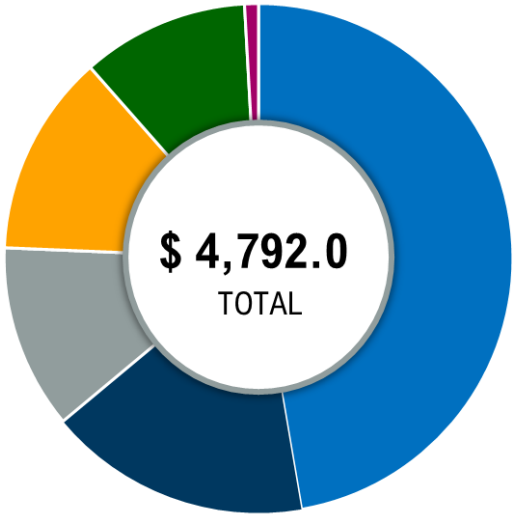
$ 614.9 (12.8%)
FEDERAL CAPITAL

$ 561.0 (11.7%)
FEDERAL RELIEF[1]

$ 797.8 (16.6%)
DEBT[2]

$ 2,266.7 (47.3%)
STATE & LOCAL FUNDS

1. Includes ARPA
2. Dedicated funding debt proceeds



SUMMARY OF FUNDS BY SOURCE

	(Dollars in Millions)	FY2023 Budget	FY2024 Budget	$ Change	% Change
OPERATING	Passenger Fares	$301.0	$406.0	$105.0	34.9%
	Non-Passenger Revenue	81.5	103.2	21.7	26.7%
	State and Local Funds	1,191.9	1,251.9	60.0	5.0%
	Reimbursable Funds	14.4	9.2	(5.3)	(36.5%)
	Federal Relief[1]	672.8	561.0	(111.8)	(16.6%)
	Subtotal	**$2,261.7**	**$2,331.3**	**$69.6**	**3.1%**
	Contributions for Debt Service	$72.2	$72.2	0.0	0.1%
	Subtotal Including Debt Service	**$2,333.8**	**$2,403.5**	**$69.7**	**3.0%**
CAPITAL	Federal Formula/Other Grants	$343.0	$471.4	$128.4	37.4%
	Federal Dedicated Funds (PRIIA)	148.5	143.5	(5)	(3.4%)
	State and Local Funds[2]	433.9	442.6	8.7	2.0%
	Dedicated Funding	500.0	500.0	-	-
	Reimbursable Funds	50.0	33.2	(16.8)	(33.7%)
	Debt Strategy/Other Debt[3]	949.3	797.8	(151.5)	(16.0%)
	Subtotal	**$2,424.7**	**$2,388.4**	**($36.3)**	**(1.5%)**
Grand Total[4]		**$4,758.5**	**$4,792.0**	**$33.4**	**0.7%**

1. Includes ARPA
2. FY2023 jurisdictional capital contribution allocations are set pursuant to the FY2022-2027 Capital Funding Agreement and based on the April 22, 2021 Adopted Budget
3. Debt service schedule updated to reflect actuals after FY2020 Dedicated Funding Debt issuance
4. WMATA Compact requires Metro to have a balanced budget (i.e. projected funding equals planned expense). See Appendix A for additional discussion

Ridership and Revenue

Metrorail riders using mobile pay at station faregates

Metro is an essential transportation provider for the Washington metropolitan area. Metrorail, Metrobus and MetroAccess provide safe, reliable and equitable transportation options to the region's six million people.

FY2024 operating revenue budget remains lower than pre-pandemic levels, but federal relief funding will enable Metro to continue to operate service at or near pre-pandemic levels. The budget includes $561.0 million in federal relief funding to offset anticipated revenue losses. The FY2024 Proposed Budget projects $509.2 million in directly generated revenue, which reflects fare reductions approved to take effect during FY2024. This represents a 33.1 percent increase from FY2023. Ridership is projected to improve in FY2024 but not estimated to reach pre-pandemic levels.

Passenger fares of $406.0 million make up 79.7 percent of the operating revenue budget, excluding federal funding. Passenger revenue is estimated to be $105.0 million more than FY2023. Non-passenger revenues from parking, advertising, joint development, and fiber optic leases are projected to be $86.5 million while other non-transit revenues total $16.7 million. Non-passenger revenues are expected to be $21.7 million higher than FY2023.

Total ridership is projected at 223.1 million trips, 71.0 percent of pre-pandemic levels, with 52.0 percent of trips on Metrorail, 47.3 percent on Metrobus and the remainder on MetroAccess.

Ridership

RIDERSHIP BY SERVICE

(Trips in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	Change	% Change
Metrorail	28,157	60,120	85,875	116,009	30,135	35.1%
Metrobus[1]	52,097	80,790	79,269	105,520	26,251	33.1%
MetroAccess	1,065	1,307	1,415	1,542	128	9.0%
Total Ridership[2]	**81,318**	**142,217**	**166,558**	**223,071**	**56,513**	**33.9%**

1. Metrobus ridership reflects Automated Passenger Count (APC) data
2. Metrorail ridership is based on linked trips; Metrobus ridership is based on unlinked trips from APC data; MetroAccess ridership is based on total passengers. Unlinked trips are total boardings, while linked trips are total number of complete trips from origin to destination, including transfers

Metrorail

Metrorail anticipates 116.0 million total riders in FY2024 which represents a 35.1 percent increase over FY2023 budget ridership levels as more workers are projected to return to their offices. Prior to the pandemic, Metro had experienced a stabilization in ridership after several years of steady decline. Although Metrobus carried more riders than Metrorail during most of the pandemic, in FY2024 Metrorail is expected to carry more riders than Metrobus. Since Metrorail has a higher average fare than Metrobus, the anticipated increase of trips on Metrorail has a significant impact on total passenger revenue.

Over the past few years, Metrorail ridership has been impacted by a shift in the region towards telecommuting and alternative work schedules resulting in lower ridership, particularly on Fridays and Mondays. These trends became even more pronounced during the pandemic with the widespread use of remote work.

Although the pandemic has significantly impacted Metrorail, capital improvements have continued. The Platform Improvement Project, a multi-year campaign to rebuild platforms at 20 of Metro's 45 outdoor stations, which was substantially completed in FY2023 with rehabilitation of three platforms on the Orange Line. These station improvement projects are essential to the maintenance and rehabilitation of the system to ensure riders' long-term safety.

Metro has taken steps to measure the public's willingness to choose Metrorail during the pandemic as part of the effort to align service with demand. Surveys such as the Return-to-Work survey indicated several key factors impacting ridership in both the short and long term.

These include:

- A strong majority of rail customers have said they would feel safe after they are vaccinated
- Peak period ridership is unlikely to immediately recover due to growth of telework and split work weeks

7000-Series railcar at Fort Totten Station

Metrobus

Metrobus ridership is forecasted at 105.5 million trips in FY2024, an increase of 26.3 million trips, or 33.1 percent over 79.3 million trips in the FY2023 budget.

Metrobus ridership is based on data collected using Automatic Passenger Counters (APCs), which the transit industry considers a more accurate means of recording ridership than data acquired through the farebox. Accordingly, starting with FY2020, bus ridership is reported using APC figures unless otherwise noted. Metrobus ridership in FY2020 was under budget by 31.8 million trips, or 24.8 percent, due to both the downward trend of bus ridership and significant impacts of the pandemic. In FY2021, ridership exceeded budget by 27.4 million trips or 111.4 percent as Metrobus ridership was greater than Metrorail. Finally, in FY2022 Metrobus ridership continued to exceed Metrorail and was above budget by 14.2 million trips or 21 percent.

MetroAccess

MetroAccess is a shared-ride, door-to-door, paratransit service for people whose disability prevents them from using Metrobus or Metrorail. MetroAccess is projected to provide 1.5 million trips in FY2024, or 0.1 million trips higher than the FY2023 budget. Metro's ridership decline extended to MetroAccess resulting from the pandemic. As with Metrorail and Metrobus ridership forecasts, MetroAccess ridership is expected to return as the region moves toward the Resiliency Phase of the Recovery Plan.

Long-term, the region's demand for paratransit services is expected to increase driven by the aging population and an increase in disability rates. To meet growing demand in a cost-efficient way, MetroAccess has taken the following measures:

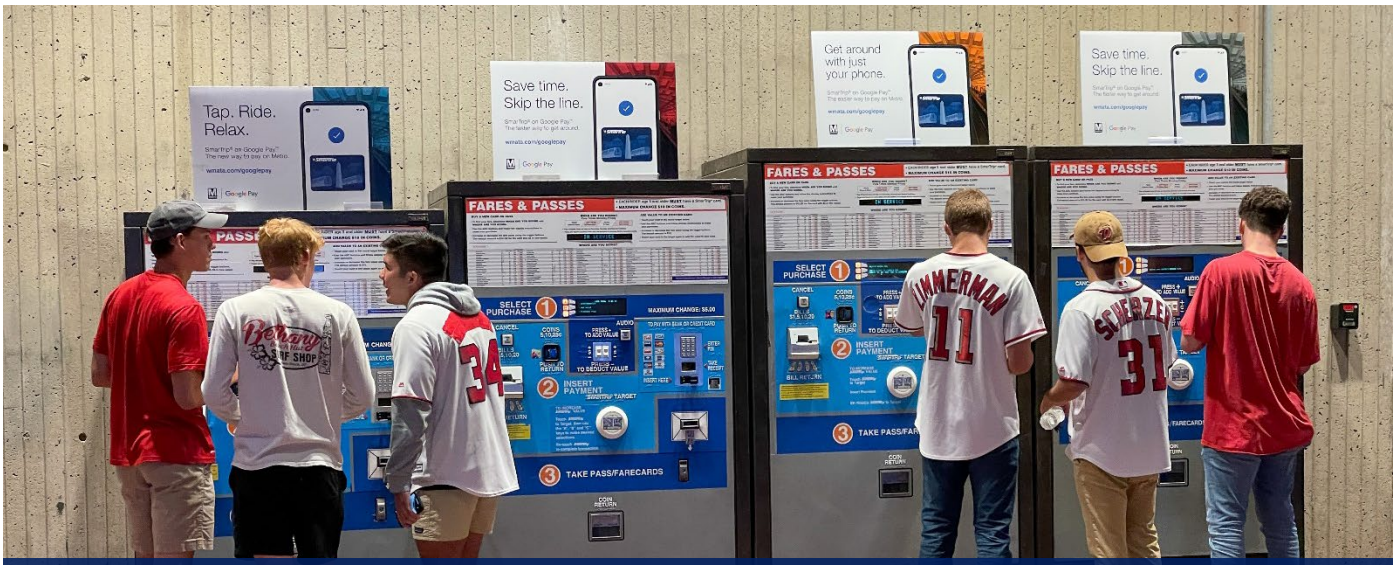
- Increased efforts in providing shared-ride, fixed route equivalent service, thus transporting more passengers in a single vehicle
- Increased the number of subsidized alternative services available to MetroAccess customers. There are now 10 transportation companies available to MetroAccess customers as an alternative to ADA paratransit service

Nearly 60.7 percent of MetroAccess trips are provided in Montgomery and Prince George's counties in Maryland, 26.4 percent in Washington D.C., and the remaining 12.9 percent of the trips in combined Virginia jurisdictions.

Metrobus riders wearing face coverings

Passenger Revenue

The FY2024 Proposed Budget includes several fare decreases that make taking Metro more affordable and convenient.



Washington Nationals baseball fans at Metrorail fare vending machines

OPERATING REVENUE

(Dollars in Millions)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change	% Change
Metrorail	$77.3	$161.6	$236.7	$332.9	$96.2	40.6%
Metrobus	20.4	47.6	59.1	67.7	8.6	14.5%
MetroAccess	4.4	4.4	5.2	5.4	0.2	4.1%
Passenger Revenue Subtotal	**$102.0**	**$213.5**	**$301.0**	**$406.0**	**$105.0**	**34.9%**
Non-Passenger Revenue[1]	$64.5	$67.9	$81.5	$103.2	$21.7	26.7%
Total Revenue	**$166.6**	**$281.4**	**$382.5**	**$509.2**	**$126.7**	**33.1%**
Federal Relief[2]	$704.7	$689.7	$672.8	$561.0	($111.8)	(16.6%)
Total	**$871.2**	**$971.2**	**$1,055.3**	**$1,070.2**	**$14.9**	**1.4%**

1. Other non-transportation revenue includes interest on investments, property disposal sales, vending machine sales, and miscellaneous revenues
2. Includes CARES Act, CRSSAA, and ARPA

Metrorail

Metrorail passenger revenue is budgeted at $332.9 million for FY2024, a 40.6 percent increase or $96.2 million above the FY2023 budget. This assumes a gradual recovery of Metrorail ridership throughout FY2024.

Metro's budget also includes up to $10.0 million as a rail fare revenue offset for closing stations for major capital improvement projects similar in scope to the Platform Improvement Project.

In addition to fares from customers, Metrorail revenue includes the Kids Ride Free program. In partnership with the District Department of Transportation (DDOT), District of Columbia Public Schools (DCPS), and the District of Columbia Public Charter School Board, Metro is reimbursed for District K-12 students riding Metrorail and Metrobus for free. Students can take unlimited trips on Metrorail and Metrobus using program specific SmarTrip® cards.

Metrobus

Metrobus passenger revenue for the FY2024 Proposed Budget is $67.7 million, an increase of $8.6 million over FY2023. Though not as hard hit as Metrorail, slow recovery of Metrobus ridership is expected to continue throughout FY2024. The budget accounts for ridership that is below pre-pandemic levels particularly among full fare riders due to significant growth in the fare evasion rate and customers shifting to passes.

MetroAccess

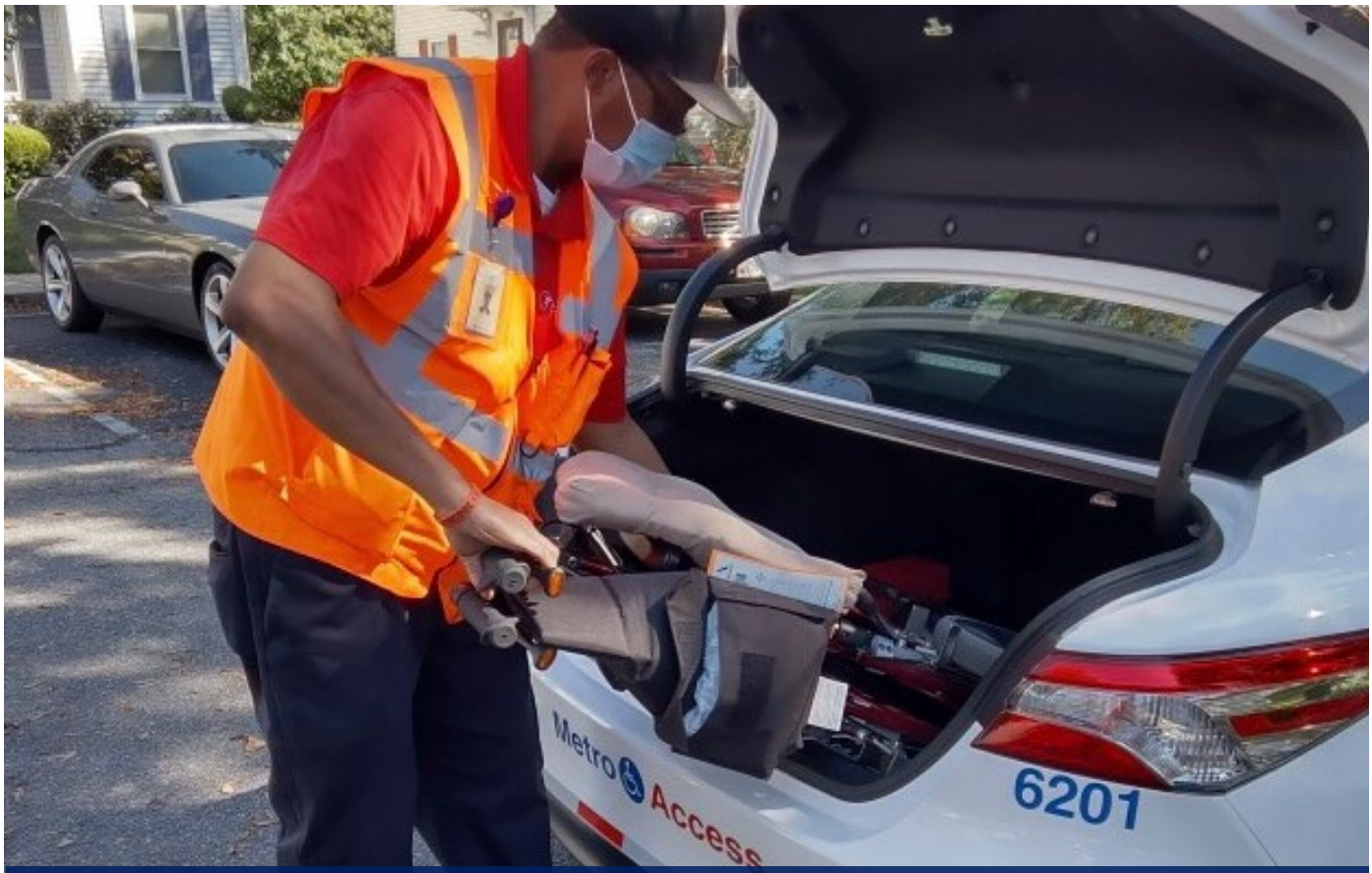
MetroAccess passenger revenue for FY2024 is $5.4 million, or $0.2 million more than FY2023.

Fare Changes

To make riding more affordable and encourage ridership, Metro made permanent the popular changes introduced during FY2022 including the $2 bus/rail transfer discount, $2 weekend flat fare, and $12 7-Day regional bus pass. The FY2024 Proposed Budget will continue fare modifications that reduce and simplify fares.

The following details new fare offerings for FY2024:

- The FY2024 fare optimization proposal simplifies the Metrorail fare structure for customers, grows ridership and revenue, and makes transit more affordable for Metro's most price sensitive customers. The proposed rail fare structure ranges from $2 to $6.50 for weekdays and maintains the $2 flat late night and weekend fares
- This fare simplification offers advantages over a general across-the-board fare increase by growing ridership while maintaining a positive budget impact
- The proposed low-income fare program would provide customers enrolled in the Supplemental Nutrition Assistance Program (SNAP) with a 50 percent discount on trips, comparable to the senior and disabled reduced fares



MetroAccess driver loading a wheelchair into a new hybrid MetroAccess sedan

Non-Passenger Revenue

Parking

Total parking revenue for the FY2024 Proposed Budget is projected at $26.0 million, a $4.7 million increase over the FY2023 budget, which reflects projected growth in Metrorail ridership.

In FY2024, all Metrorail stations scheduled to close for platform repairs have parking facilities. As a result, Metro is projecting a parking revenue loss of $1.0 million during the station closures.

The following parking programs initiated in recent fiscal years are expected to generate up to $3.0 million in additional revenue once ridership returns following the Covid-19 pandemic to help offset losses:

- Lowering daily fees at low-utilization garages to spur higher utilization and revenue
- Assessing non-rider fees for special events such as festivals, concerts and other similar activities
- Increasing parking spaces leased to non-transit users, as well as permitting commercial uses of Metro parking facilities for a fee

Advertising

Total advertising revenue in FY2024 is budgeted at $21.0 million, a $7.0 million increase from the FY2023 budget.

Fifty-five Metrorail stations include digital display panels. This technology has not only broadened Metro's advertising base but also provided a platform to communicate important Metro specific information to customers.

Joint Development

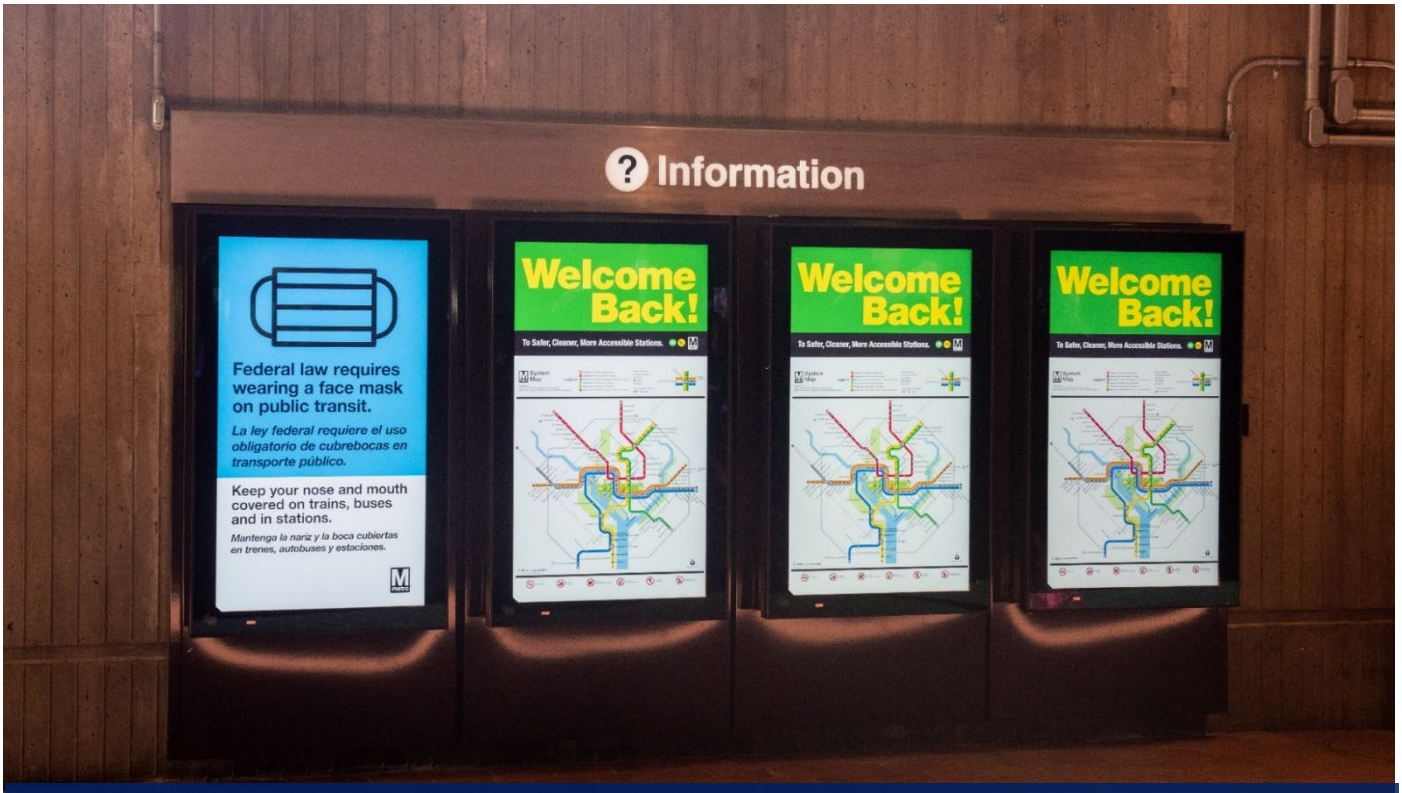
Joint development revenues are estimated to be $22.0 million, an increase of $12.4 million from FY2023. This growth is driven by increasing ground lease payments.

Fiber Optics

The Metro Fiber Optic Program, initiated in September 1986, allows for the installation, operation, and maintenance of fiber optic cables in Metro's right-of-way. Under these lease agreements, Metro receives revenue from telecommunications companies as well as fiber optic lines for its own use. For FY2024, the fiber optic revenue budget is $17.5 million.

Other Revenue

Other revenues total $16.7 million in FY2024 and include lost revenue from capital projects as well as proceeds from agreements with cellular service providers, vending machine companies, surplus property disposal, and employee parking.



New information displays at Prince George's Plaza Station Platform Improvement Project reopening event

OPERATING BUDGET REVENUES

	(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change	% Change
METROBUS	Passenger	$20,367	$47,555	$59,103	$67,700	$8,597	14.5%
	Parking	-	-	-	-	-	-
	Advertising	8,554	5,757	3,456	10,740	7,284	210.8%
	Joint Development	-	-	-	-	-	-
	Fiber Optics	-	-	-	-	-	-
	Other Non-Transit Sources	5,660	(3,356)	2,287	2,287	-	-
	Metrobus Revenue Subtotal	**$34,581**	**$49,956**	**$64,846**	**$80,727**	**$15,881**	**24.5%**
	Federal Relief[1]	247,857	289,882	115,253	96,105	(19,148)	(16.6%)
	Metrobus Subtotal	**$282,438**	**$339,837**	**$180,099**	**$176,832**	**($3,267)**	**(1.8%)**
METRORAIL	Passenger	$77,256	$161,576	$236,728	$332,884	$96,156	40.6%
	Parking	3,895	10,193	21,232	25,981	4,749	22.4%
	Advertising	5,679	5,500	10,544	10,260	(284)	(2.7%)
	Joint Development	9,157	8,753	9,644	22,003	12,359	128.1%
	Fiber Optics	16,010	16,353	13,892	17,513	3,622	26.1%
	Other Non-Transit Sources	14,014	24,802	20,397	14,397	(6,000)	(29.4%)
	Metrorail Revenue Subtotal	**$126,010**	**$227,176**	**$312,437**	**$423,039**	**$110,602**	**35.4%**
	Federal Relief[1]	451,054	395,219	557,138	464,575	(92,563)	(16.6%)
	Metrorail Subtotal	**$577,064**	**$622,395**	**$869,575**	**$887,614**	**$18,039**	**2.1%**
METROACCESS	Passenger	$4,416	$4,402	$5,201	$5,412	$211	4.1%
	Parking	-	-	-	-	-	-
	Advertising	-	-	-	-	-	-
	Joint Development	-	-	-	-	-	-
	Fiber Optics	-	-	-	-	-	-
	Other Non-Transit Sources	1,559	(97)	-	-	-	-
	MetroAccess Revenue Subtotal	**$5,975**	**$4,305**	**$5,201**	**$5,412**	**$211**	**4.1%**
	Federal Relief[1]	5,759	4,647	439	366	(73)	(0.17)
	MetroAccess Subtotal	**$11,734**	**$8,952**	**$5,640**	**$5,778**	**$138**	**2.5%**
TOTAL	Passenger	$102,039	$213,533	$301,032	$405,997	$104,964	34.9%
	Parking	3,895	10,193	21,232	25,981	4,749	22.4%
	Advertising	14,233	11,257	14,000	21,000	7,000	50.0%
	Joint Development	9,157	8,753	9,644	22,003	12,359	128.1%
	Fiber Optics	16,010	16,353	13,892	17,513	3,622	26.1%
	Other Non-Transit Sources	21,233	21,350	22,684	16,684	(6,000)	(26.5%)
	Revenue Subtotal	**$166,567**	**$281,437**	**$382,484**	**$509,178**	**$126,694**	**33.1%**
	Federal Relief[1]	704,669	689,748	672,830	561,046	(111,784)	(16.6%)
Grand Total		**$871,236**	**$971,185**	**$1,055,314**	**$1,070,224**	**$14,911**	**1.4%**

1. Includes CARES Act, CRRSAA, and ARPA

Operating Subsidy

The FY2024 Operating Subsidy adheres to the legislatively restricted three percent annual subsidy growth cap with a base subsidy of $1,227.7 million. Legislative exclusions of $24.3 million include:

- $0.2 million for Potomac Yard
- $5.1 million for Metrobus service improvements
- $18.9 million for Metrorail service improvements

Thus, the FY2024 total subsidy is $1,251.9 million, an increase of $60.0 million or 5.0 percent over the FY2023 Budget. In addition, debt service payments remain equivalent to FY2023 at $72.2 million, resulting in jurisdictional contributions totaling $1,324.1 million.

Metrorail train passing by Potomac Yard Station construction

FY2024 BUDGET – SUMMARY OF STATE AND LOCAL OPERATING REQUIREMENTS

(Dollars in Millions)	FY2023 Subsidy	FY2024 Base Subsidy	% Change	Legislative Exclusions[1]	FY2024 Total Subsidy	% Change	Debt Service	Jurisdictional Contributions
District of Columbia	**$426.7**	**$439.5**	**3.0%**	**$8.5**	**$448.1**	**5.0%**	**$33.3**	**$481.4**
Montgomery County	$183.3	$192.6	5.1%	$4.1	$196.7	7.3%	$15.4	$212.1
Prince George's County	268.8	273.1	1.6%	3.9	277.0	3.0%	15.8	292.8
Maryland	**$452.1**	**$465.7**	**3.0%**	**$8.0**	**$473.7**	**4.8%**	**$31.2**	**$504.9**
City of Alexandria	$50.8	$53.7	5.8%	$1.1	$54.9	8.0%	$1.8	$56.6
Arlington County	79.6	83.3	4.7%	2.2	85.5	7.4%	-	85.5
City of Fairfax	2.9	3.1	6.4%	0.1	3.2	8.6%	0.1	3.3
Fairfax County	163.1	163.2	0.1%	3.7	166.9	2.3%	5.6	172.5
City of Falls Church	3.6	3.7	2.5%	0.1	3.8	4.5%	0.2	3.9
Loudoun County	13.0	15.4	17.9%	0.6	16.0	22.5%	-	16.0
Virginia	**$313.1**	**$322.5**	**3.0%**	**$7.7**	**$330.2**	**5.5%**	**$7.7**	**$337.9**
Net Operating Subsidy	**$1,191.9**	**$1,227.7**	**3.0%**	**$24.3**	**$1,251.9**	**5.0%**	**$72.2**	**$1,324.1**

1. FY2024 Proposed Legislative Exclusions include $0.2M for Potomac Yard, $5.1M for bus service improvements, and $18.9M for rail service improvements

FY2024-29 Capital Funding

Metro's six-year CIP investments of $12.4 billion require total funding of $14.4 billion from the federal government, state and local government partners and other sources due to an expected $60.0 million cost for revenue loss from service shutdowns for capital projects and more than $1.9 billion of debt service.

Within the $14.4 billion six-year funding plan, Metro is projecting:

- $3.8 billion from federal grant funding, based on the IIJA authorization for continuing PRIIA funding
- State and local contributions for matching of federal grants and system performance funds $2.8 billion, of which $60.0 million is expected to fund revenue losses from long-term service shutdowns due to major capital projects
- State dedicated funding of $3.0 billion, of which $1.9 billion is projected to be used for debt service
- Debt, secured by dedicated funding, of $4.7 billion
- Other local sources in the amount of $132.1 million, driven by the City of Alexandria funding for the new Potomac Yard station

Additional information about capital funding sources is included in Chapter 4 – FY2024 Capital Budget.

FINANCIAL PLAN BY INVESTMENT CATEGORY

(Dollars in Millions)	FY2024 Budget	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2028 Plan	FY2029 Plan	6-Year Total
Railcar & Railcar Facilities	$423.9	$472.0	$517.5	$560.9	$469.2	$370.9	$2,814.4
Rail Systems	322.8	403.5	329.2	226.3	151.0	163.2	1,596.0
Track & Structures Rehabilitation	284.2	344.0	271.2	279.8	303.5	313.0	1,795.8
Stations & Passenger Facilities	353.0	427.5	340.0	260.1	249.1	246.1	1,875.9
Bus, Bus Facilities & Paratransit	527.8	432.7	394.2	461.4	465.0	502.5	2,783.6
Business & Operations Support	293.8	332.3	223.7	217.3	231.1	248.7	1,546.8
Total	**$2,205.5**	**$2,412.0**	**$2,075.8**	**$2,005.8**	**$1,868.9**	**$1,844.4**	**$12,412.4**
Revenue Loss from Capital Projects	$10.0	$10.0	$10.0	$10.0	$10.0	$10.0	$60.0
Debt Service - Dedicated Funding[1]	172.9	246.9	301.0	351.9	396.9	442.5	1,912.1
Total Capital Program Cost	**$2,388.4**	**$2,668.8**	**$2,386.8**	**$2,367.8**	**$2,275.8**	**$2,296.9**	**$14,384.5**

1. Projections subject to change based on actual debt requirements and terms of future debt issuance

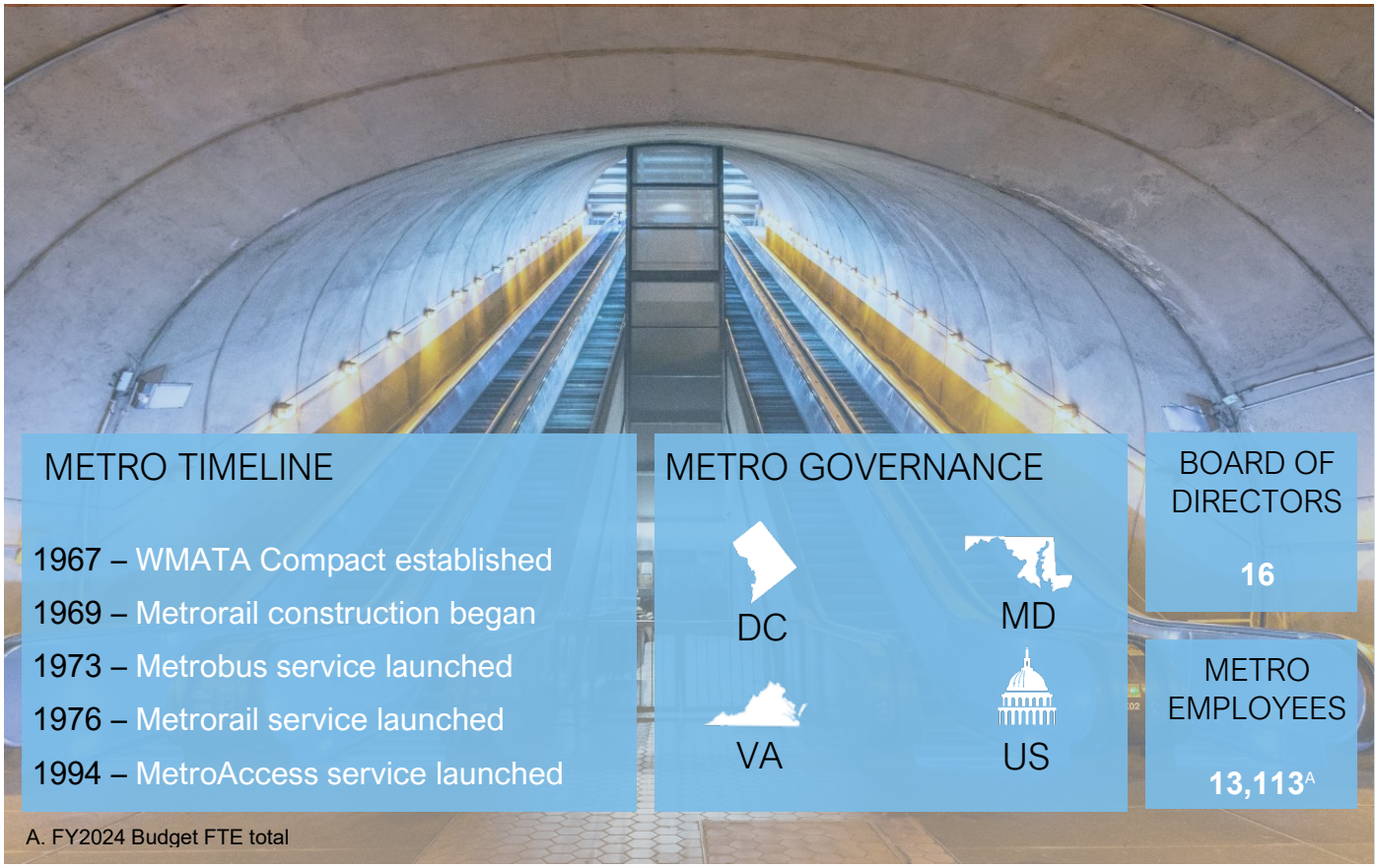
FINANCIAL PLAN - ALLOCATION OF STATE AND LOCAL CONTRIBUTIONS

	(Dollars in Millions)	FY2024 Budget	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2028 Plan	FY2029 Plan	6-Year Total
FEDERAL	Federal Formula Programs	$459.9	$469.3	$481.2	$490.8	$500.6	$510.6	$2,912.3
	Federal RSI/PRIIA	143.5	143.5	143.5	143.5	143.5	143.5	861.0
	Other Federal Grants	11.5	4.3	5.1	6.0	5.1	3.5	35.5
	Total - Federal Grants	**$614.9**	**$617.1**	**$629.7**	**$640.3**	**$649.2**	**$657.6**	**$3,808.8**
STATE AND LOCAL FUNDING CONTRIBUTIONS	Formula Match & System Performance	$106.2	$109.4	$112.6	$116.0	$119.5	$123.1	$686.8
	RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Dedicated Funding	178.5	178.5	178.5	178.5	178.5	178.5	1,071.0
	Subtotal - District of Columbia	**$334.2**	**$337.4**	**$340.6**	**$344.0**	**$347.5**	**$351.1**	**$2,054.8**
	Montgomery County	49.0	50.5	52.0	53.6	55.2	56.8	317.0
	Prince George's County	50.5	52.1	53.6	55.2	56.9	58.6	326.9
	Maryland RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Maryland Dedicated Funding	167.0	167.0	167.0	167.0	167.0	167.0	1,002.0
	Subtotal - Maryland	**$316.0**	**$319.0**	**$322.1**	**$325.3**	**$328.5**	**$331.9**	**$1,942.9**
	City of Alexandria	13.4	13.8	14.2	14.6	15.0	15.5	86.4
	Arlington County	24.1	24.8	25.5	26.3	27.1	27.9	155.7
	City of Fairfax	0.7	0.8	0.8	0.8	0.8	0.9	4.9
	Fairfax County	42.9	44.1	45.5	46.8	48.2	49.7	277.3
	City of Falls Church	0.8	0.9	0.9	0.9	0.9	1.0	5.3
	Loudoun County	5.7	5.9	6.0	6.2	6.4	6.6	36.7
	Virginia RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Virginia Dedicated Funding - Unrestricted	122.9	122.9	122.9	122.9	122.9	122.9	737.3
	Virginia Dedicated Funding - Restricted	31.6	31.6	31.6	31.6	31.6	31.6	189.7
	Congestion Mitigation and Air Quality (CMAQ)	0.9	0.7	0.9	0.9	0.6	0.6	4.5
	Subtotal - Virginia	**$292.4**	**$294.8**	**$297.7**	**$300.6**	**$303.1**	**$306.1**	**$1,794.8**
	Jurisdiction Planning Projects	2.9	3.0	3.0	3.0	3.0	3.0	17.9
	Silver Line - Washington Metropolitan Area Airports Authority (MWAA)	7.9	-	-	32.0	0.0	-	40.0
	Potomac Yard (Alexandria)	12.6	6.9	-	-	-	-	19.5
	Purple Line - Maryland Department of Transportation (MDOT)	9.7	27.5	17.5	-	-	0.0	54.7
	Subtotal - Jurisdictional Reimbursable	**$33.2**	**$37.4**	**$20.5**	**$35.0**	**$3.0**	**$3.0**	**$132.1**
	Total - State and Local	**$975.8**	**$988.6**	**$981.0**	**$1,004.9**	**$982.2**	**$992.1**	**$5,924.5**
	Debt	**$797.8**	**$1,063.1**	**$776.1**	**$722.6**	**$644.4**	**$647.2**	**$4,651.2**
Grand Total Funding[1]		**$2,388.4**	**$2,668.8**	**$2,386.8**	**$2,367.8**	**$2,275.8**	**$2,296.9**	**$14,384.5**

1. Total funding requirement includes capital program expenditures, debt service, and estimated revenue loss from major shutdowns

Notes: FY2022 and FY2023 jurisdictional capital contribution allocations are set pursuant to the FY2022-2027 Capital Funding Agreement and based on the April 22, 2021 Adopted Budget

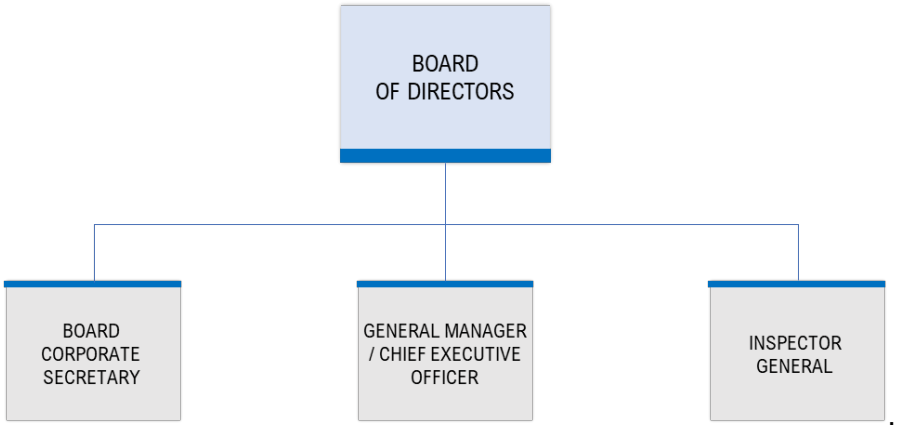
Chapter 2 – Metro Officers



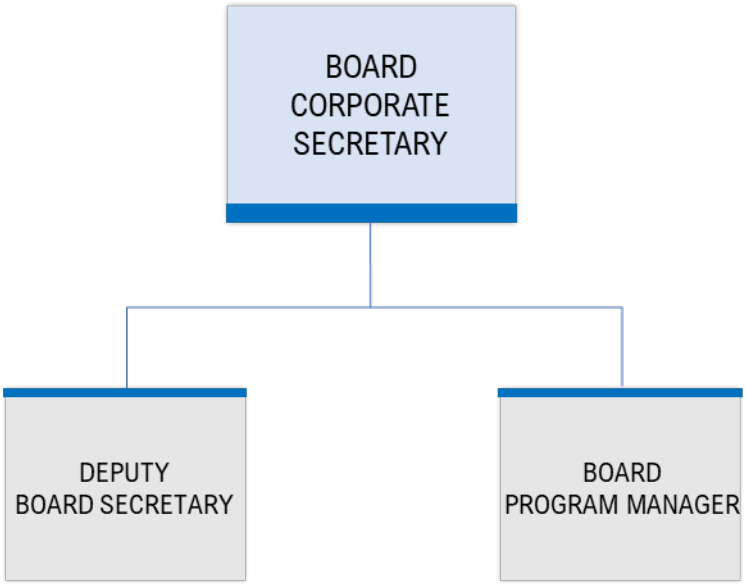
Board Reporting Structure

The Metro Board of Directors Bylaws designate three Metro officers as direct reports to the Board: the General Manager and Chief Executive Officer (GM/CEO), the Inspector General and the Board Corporate Secretary. The latter two officers are appointed by, and may be removed only by, the Metro Board of Directors and operate independently of the GM/CEO.

This chapter includes budget information for the departments that support the Board Corporate Secretary, Inspector General and GM/CEO. The Authority-wide operating figures in Chapter 3 include the costs of these three departments in order to present a complete budget for the Authority.



Board Corporate Secretary



The Office of the Board Corporate Secretary is an independent office that reports to the Metro Board of Directors and serves as a resource to advance the Board's goals, policies, and strategic plan.

The office works with the Board to research policy issues and provide consultation, represents the Board in policy matters, and advises on governance best practices. The Board Corporate Secretary office works proactively with management to carry out the policies, goals and initiatives of the Board; and serves as liaison between the Board, the Authority, Board advisory bodies and customers. The Office of the Board Corporate Secretary is responsible for managing the Board's activities across the Authority in support of executive decision-making.

Other responsibilities include the coordination, review and distribution of Metro Board materials; maintaining official records of Board actions and resolutions; publishing legal notices and arranging public hearings approved by the Board, as well as representing the Board on a variety of issues relating to stakeholder groups.

Please note: the chart and table totals throughout this publication may not add up due to rounding.

BOARD SECRETARY

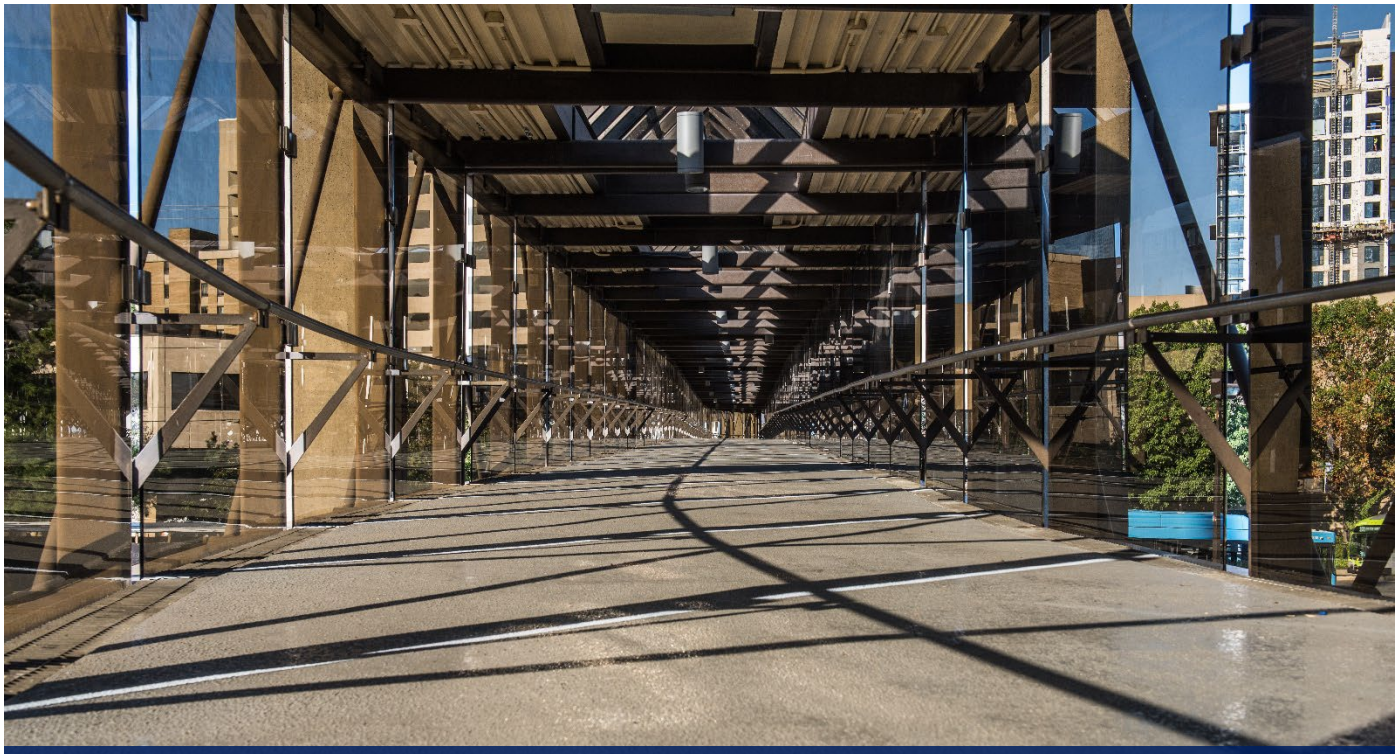
(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change	% Change
Personnel[1]	$673	$847	$851	$974	$123	14.4%
Non-Personnel	$78	$76	$204	$207	$3	1.3%
Total[2]	**$751**	**$923**	**$1,055**	**$1,181**	**$126**	**11.9%**
Authorized Positions[2]	4	4	4	4	-	-

1. Personnel figures include the department's share of total fringe expenses
2. Total operating budget costs and authorized positions (which include total positions funded under the operating and capital budgets) are based on Metro's organizational structure at the time of budget approval or proposal

FY2024 Business Plan

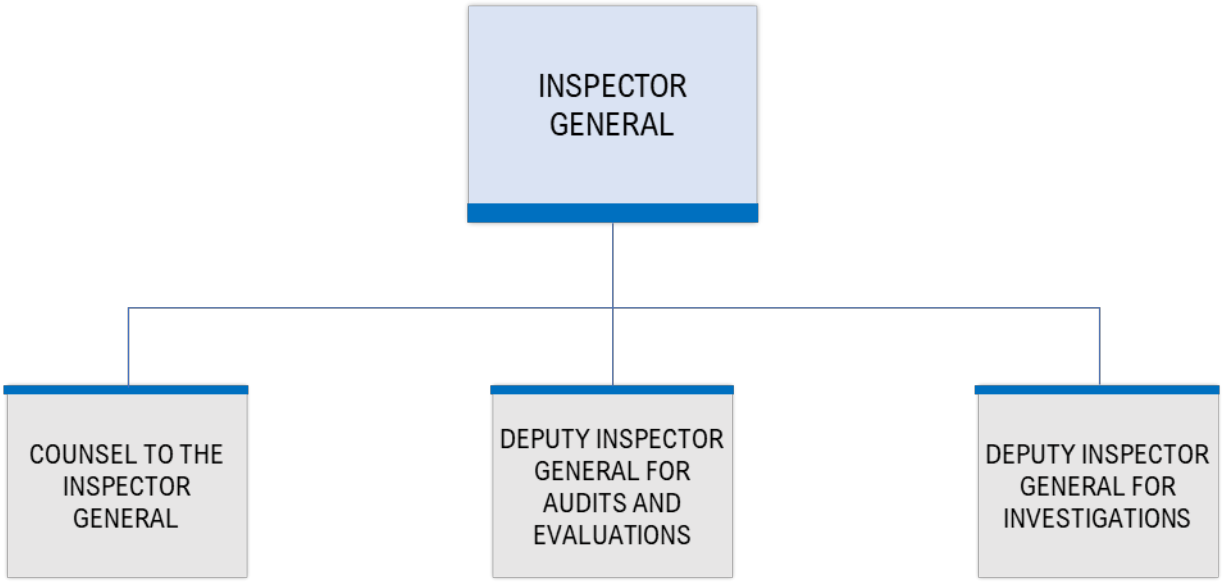
The Office of the Board Corporate Secretary will:

- Serve as vital bridge between the Board, the public and management
- Ensure Board materials and Board operations maintain a strategic focus and that the Board's work aligns with its priorities
- Serve as Board's staff lead/representative for the Strategic Transformation Plan
- Create and implement opportunities for the Board to develop and continually refine its priorities, including through retreats and strategic planning sessions
- Provide policy, governance and communications counsel and recommendations regarding Board initiatives and policies on an ongoing basis
- Facilitate public access to Board meetings and other public events that provide riders opportunity to offer feedback
- Manage the Compact public hearing process, including the administration of hearings and coordination with Metro's outreach processes under the Public Participation Plan
- Support the Board in fulfilling the requirements of dedicated funding legislation, the WMATA Compact and the Board's Bylaws
- Develop and lead Board orientation for new members as appointed
- Facilitate training and other educational and developmental opportunities for Board members, including mandatory trainings
- Ensure completion of Board members' annual Financial Disclosure process and support continued adherence to the Board's Code of Ethics; develop online disclosure site for Board member use
- Oversee annual performance evaluation process for Board direct reports
- Provide policy and logistical support for the Riders' Advisory Council, including development of an annual work plan
- Develop and strengthen relationships between Riders' Advisory Council, the Board, and Metro riders
- Conduct recruitment for the Riders' Advisory Council and Metropolitan Transit Police Department Investigations Review Panel to fill any vacancies
- Review recommendations by the Metropolitan Transit Police Department Investigations Review Panel



Rockville Station pedestrian bridge

Inspector General



The Office of Inspector General is an independent office that reports to the Metro Board of Directors. Under the WMATA Compact the Office of Inspector General is an independent and objective unit of the Authority that conducts and supervises audits, program evaluations, and investigations relating to Authority activities; promotes economy, efficiency, and effectiveness in Authority activities; detects and prevents fraud and abuse in Authority activities; and keeps the Board fully and currently informed about deficiencies in Authority activities as well as the necessity for and progress of corrective action. In December 2021 the Board adopted certain reforms aimed at strengthening the independence of the Inspector General's office in procurement, hiring, budgeting, reporting, and obtaining legal advice, as required by the Infrastructure Investment and Jobs Act of 2021 as a condition of releasing authorized funding to WMATA.

INSPECTOR GENERAL

(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget[1]	FY2024 Budget	$ Change	% Change
Personnel[2]	$7,870	$8,291	$8,635	$9,664	$1,029	11.9%
Non-Personnel	$2,725	$2,183	$2,609	$2,776	$167	6.4%
Total[3]	**$10,595**	**$10,474**	**$11,245**	**$12,441**	**$1,196**	**10.6%**
Authorized Positions[3]	44	41	48	48	-	-

1. The Inspector General's FY2023 budget of $11.2 million includes $5 million of PRIIA funding
2. Personnel figures include the department's share of total fringe expenses
3. Total operating budget costs and authorized positions (which include total positions funded under the operating and capital budgets) are based on Metro's organizational structure at the time of budget approval or proposal

FY2024 Business Plan

The Inspector General's Office of Investigations will:

- Conduct criminal, civil or administrative investigations and refer them for prosecution
- Handle and issue confidential reports of investigations involving fraud, waste, abuse, gross mismanagement, or any investigation of Authority activities deemed necessary or desirable by the Inspector General
- Provide all oversight and administration of the Office of the Inspector General's hotline
- Oversee and administer Metro's whistleblower/ retaliation program, as well as provide confidential and timely investigative reports to the Whistleblower Panel
- Issue management alerts to the GM/CEO for issues with time sensitivity and those requiring management action
- Provide fraud awareness training to Metro departments and offices
- Oversee data analytics initiatives to identify fraud, waste or abuse

The Inspector General's Office of Audits and Evaluations will:

- Conduct risk-based performance audits and evaluations to promote economy, efficiency and effectiveness of Metro programs, operations, and activities
- Perform reviews and analyses of contractor proposals to determine reasonableness of cost/pricing information and compliance with the Buy America Act
- Oversee the independent public accounting firm conducting Metro's annual financial statement audit
- Keep the Board of Directors fully and currently informed about the progress of corrective actions on audit and evaluation recommendations
- Issue management alerts for issues with time sensitivity and those requiring management action

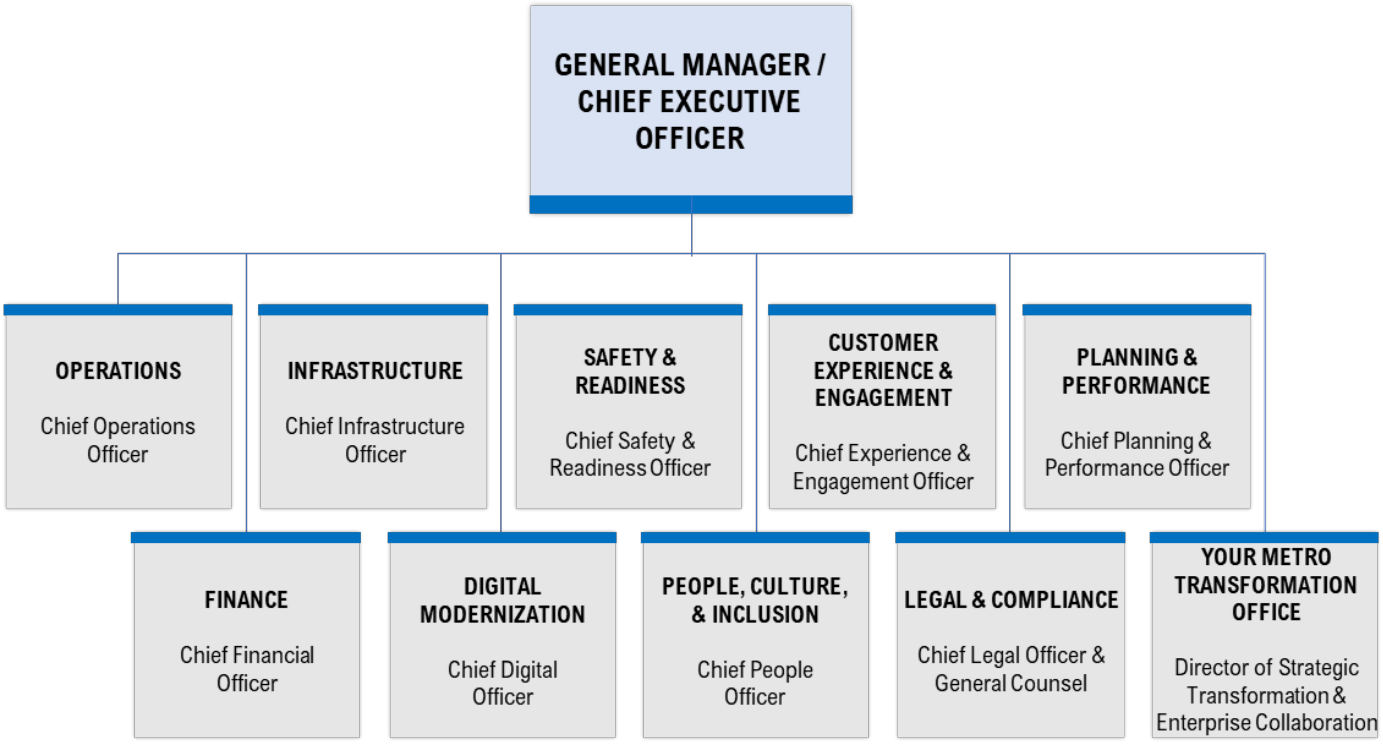
Independence of Inspector General

In a significant move to strengthen the independence of the Inspector General's office, Congress passed, and the President signed into law the Infrastructure Investment and Jobs Act of 2021 (Act) on November 15, 2021. As a condition of funding for WMATA, Section 30019(c) of the Act requires the Board of Directors (Board) to adopt specific reforms to the Inspector General's authorities. These include:

- Greater independence in the annual budget process, by directing the Inspector General's office to send its annual budget request directly to the Board for review and approval
- Improved procurement authority, by requiring WMATA to delegate contracting officer authority to the Inspector General
- Greater independence in selecting and appointing the Office of the Inspector General's officers and employees, by delegating to the Inspector General the authority to select, appoint, and employ personnel as necessary for carrying out the duties of the Inspector General's office
- Assurance that the Inspector General obtains legal advice from a counsel reporting directly to the Inspector General, and
- Specified reporting requirements, and measures to assure the public dissemination of Inspector General's office reports - in particular:
  - Any Inspector General's office report containing a recommendation for corrective action must be posted to the Inspector General's website not later than three days after the report is submitted in final form to the Board (subject to redactions of privileged or other protected information)
  - The Office of the Inspector General must submit semiannual reports to the Board, which in turn must transmit them to specified recipients including the Congress and the signatories to the WMATA Compact (Virginia, Maryland, and the District of Columbia)
  - Not later than three years after the enactment of the Act, the U.S. General Accounting Office must report to Congress on whether the reforms to strengthen the Inspector General's office independence have been carried out

On December 9, 2021, the Board of Directors passed Board Resolution 2021-46 adopting, and directing staff to implement, the reforms set out in the Act.

General Manager & Chief Executive Officer



The Washington Metropolitan Area Transit Authority (Metro) provides transit services to the millions of residents and visitors of the national capital region. Now more than ever, safe, reliable, and equitable public transportation within the region is critical, and essential in responding to the changing needs of our customers. Metro is working to improve the customer experience by providing the service that meets the region's needs. In FY2024, Metro's focus is on delivering the improvements our customers deserve.

Our strategic transformation plan serves as the north star that's guiding our work over the next five years. Input received during internal and external stakeholder outreach events informed the framework of the plan and outlines our priorities beyond FY2024. Every penny will fund improved services and a better customer experience. The FY2024 Budget includes operational and capital priorities for more service, improved customer communications, enhanced safety, new fare simplifications, MetroAccess enhancements, sustainability, and capital improvements.

We exist to serve our customers. And this budget and the innovative programs and initiatives it funds further support the people who need us and depend on our service most.

GENERAL MANAGER & CHIEF EXECUTIVE OFFICER

(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change	% Change
Personnel	$1,295,862	$1,351,183	$1,508,875	$1,557,283	$48,408	3.2%
Non-Personnel	$573,088	$507,546	$726,034	$751,231	$25,197	3.5%
Total [1,2]	**$1,868,950**	**$1,858,728**	**$2,234,909**	**$2,308,514**	**$73,605**	**3.3%**
Authorized Positions[3]	12,614	12,290	12,980	13,061	81	0.6%

1. Excludes expenses of the Board Corporate Secretary and Inspector General as presented in this chapter
2. Total operating budget cost for each fiscal year is based on Metro's organizational structure at the time of budget approval or proposal
3. Authorized Positions include total positions funded under the operating and capital budgets, excluding those of the Board Corporate Secretary and Inspector General, based on Metro's organizational structure at the time of budget approval or proposal

FY2024 Business Plan

Business actions in FY2024 build on the foundation laid out in previous years to progress toward achieving top-notch transit services for our customers that restore ridership and provide reliable, equitable and safe service.

Major initiatives in the approved FY2024 budget include:

- Continuing Metro's focus on safety through capital investments in Metrorail's train control system, tunnel leak mitigation, station rehabilitations, and the procurement of new rail cars and zero-emission buses
- Overseeing Metro's long-term Pandemic Recovery to restore ridership while ensuring the safety of customers and WMATA's own workforce by implementing higher standards and practices of cleaning and safety precautions, and reassuring customers with communications campaigns and innovations such as touchless payment options
- Maintaining the financial stability of the organization as it continues to emerge from the impacts of the pandemic on ridership and the overall regional economy
- Expanding our equity framework to enhance Metro's social justice actions that guide our approach to service, fares, policing initiatives and community engagement, ensuring equity across Metrorail and Metrobus and in the communities it serves
- Rethinking the service that Metrobus provides through a collaborative, data-driven, customer-focused effort to decide where bus service should go, starting from a clean slate. The Bus Network Redesign will allow WMATA to better align bus service to current and potential customers' needs, providing more frequent, competitive service, and simplifying the bus network
- Focusing on sustainability by advancing projects that conserve resources, reduce emissions, and improve livability in the region. This includes the ongoing procurement of zero-emission buses, coordination with local partners and utilities to put in place the infrastructure needed to support electric buses, and reconstruction of Metrobus operations and maintenance facilities to serve an all-electric fleet
- Delivering more frequent rail and bus service, increasing service in the Metrorail core and on the 16M, A12 and B2 bus routes, and opening the new Potomac Yard station in Alexandria, as well as a full year of service on the new Silver Line Phase 2 extension to Dulles International Airport and Ashburn
- Returning all 7000-series railcars to full active service after ensuring their safe operation
- Launching a new low-income fare program and simplifying the fare structure by eliminating the Peak/Off-Peak price difference

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Chapter 3 – Operating Budget

Introduction

The operating budget funds expenses associated with Metrobus, Metrorail, and MetroAccess operations. The total operating budget is $2.3 billion excluding debt service, a 3.3 percent increase over the FY2023 budget, with an additional reimbursable projects budget of $9.2 million.

Sources of Funds

Metro historically has three primary funding sources for the operating budget: passenger revenue, non-fare revenue including parking and advertising, and local subsidy. Due to the impacts of Covid-19 on ridership and revenue, Metro has also utilized federal relief funding, which totaled $672.8 million in FY2023, to replace passenger revenue lost and to cover additional expenses incurred as a result of the pandemic. FY2024 federal relief funding is budgeted at $561.0 million.

- The largest source of operating funding for FY2024 is the net operating subsidy totaling $1,251.9 million (excluding Debt Service), or 53.9% of total operating funds (excluding Reimbursable)
- The next largest source of operating funding in FY2024 is Federal relief funding from the American Rescue Plan Act (ARPA), totaling $561.0 million
- Passenger fare revenue of $406.0 million and parking revenue of $26.0 million (together representing 18.6% of total expenses) are the next largest source of funds
- The remaining $77.2 million of operating revenue comes from advertising, joint development projects, fiber optic and property leases, and other revenues

Please note that chart and table totals throughout this publication may not add due to rounding.

SOURCES OF FUNDS – AUTHORITY WIDE

($ in millions)

$ 21.0 (0.9%)
ADVERTISING

$ 26.0 (1.1%)
PARKING

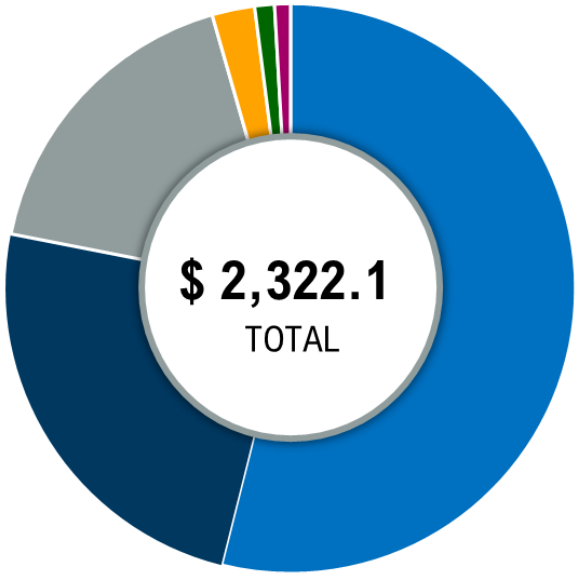
$ 56.2 (2.4%)
OTHER

$ 406.0 (17.5%)
PASSENGER

$ 561.0 (24.2%)
FEDERAL RELIEF[1]

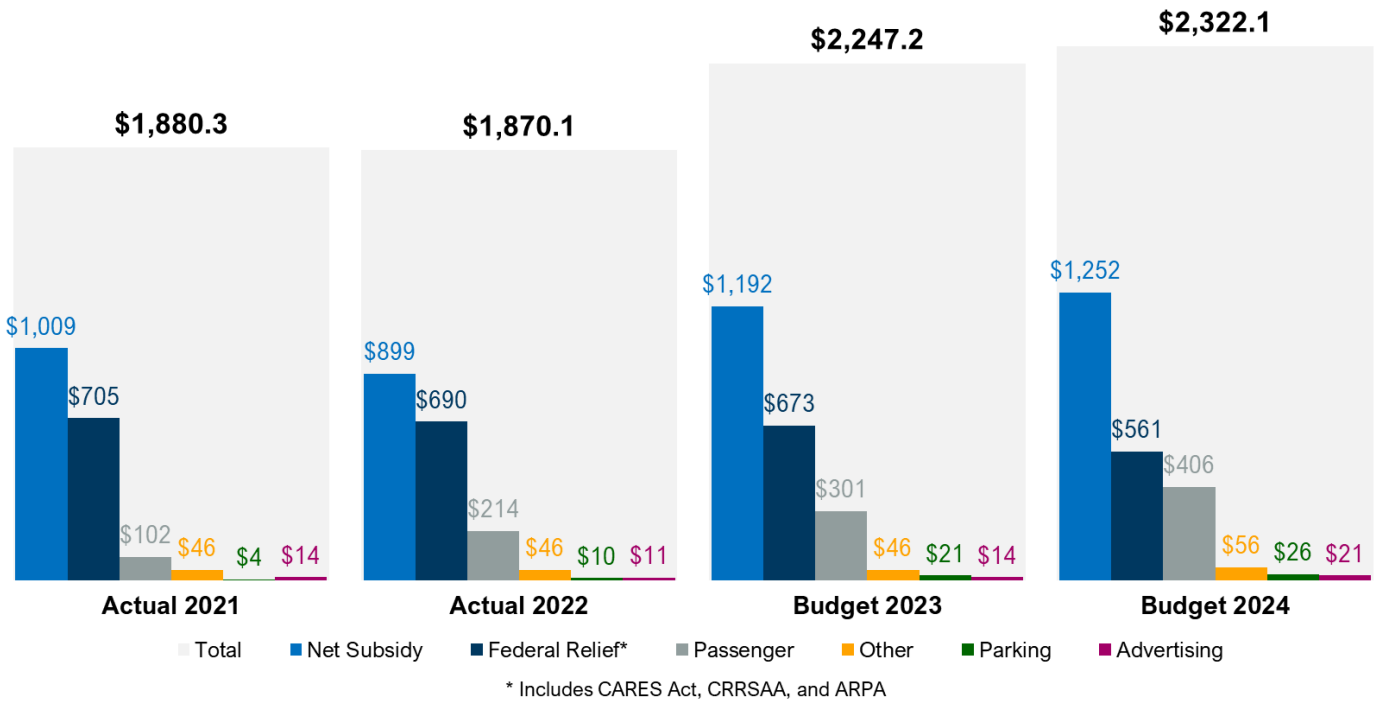
$ 1,251.9 (53.9%)
NET SUBSIDY

1. Includes ARPA



SOURCES OF FUNDS – OPERATING BUDGET

($ in millions)



* Includes CARES Act, CRRSAA, and ARPA

Uses of Funds

- Personnel expenses, including labor, fringe benefits and capital overhead allocation, are the largest operating budget expense category at $1,567.9 million or 67.5 percent of total expenses, followed by Services at $422.0 million or 18.2 percent of total. Operating personnel expenses increased by 4.3 percent from FY2021 to FY2022 actuals. In FY2024, personnel expenses total $1,567.9 million, an increase of $49.6 million or 3.3 percent compared to FY2023. Both the personnel and non-personnel budget increases include reinstatement of service from the severe service reductions and initiatives from management actions implemented in response to the impacts of the Covid-19 pandemic
- Services budget consists primarily of expenses related to professional and technical services, contract maintenance, custodial services and temporary labor services. The largest service expense is in support of paratransit, which is projected to be $183.3 million of the $422.0 million Services total in FY2024. Services expenses decreased by 13.6 percent from FY2021 to FY2022. In FY2024 the services budget is $422.0 million, an increase of $9.5 million or 2.3 percent compared to FY2023
- Materials and Supplies budget consists primarily of maintenance parts for buses and railcars, track and structure maintenance, elevator and escalator, and general fleet repair for non-revenue vehicles. Materials and Supplies expenses decreased 37.3 percent from FY2021 to FY2022. In FY2024, materials and supplies expenses total $121.0 million, a decrease of $2.9 million or 2.4 percent over FY2023
- Metro's energy budget (fuel, utilities and propulsion) consists of propulsion usage by the Metrorail system; diesel, Compressed Natural Gas (CNG) and gasoline for Metrobus, MetroAccess and non-revenue vehicles; and utilities (i.e., electricity, water, phone and refuse collection) at Metro facilities. Energy costs, which increased 11.6 percent from FY2021 to FY2022, are projected to increase by $16.7 million or 12.9 percent in FY2024
- Other expenses include casualty and liability insurance, leases, capital overhead allocation credit and miscellaneous costs

Metrobus rider using mobile pay at bus farebox

USES OF FUNDS – AUTHORITY WIDE

($ in millions)

$ 65.0 (2.8%)
OTHER

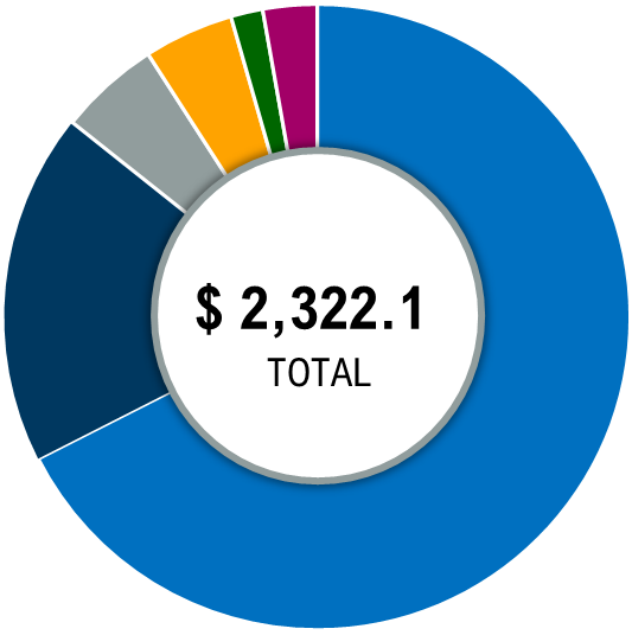
$ 38.3 (1.7%)
FUEL (GAS/DIESEL/CNG)

$ 107.9 (4.6%)
UTILITIES & PROPULSION

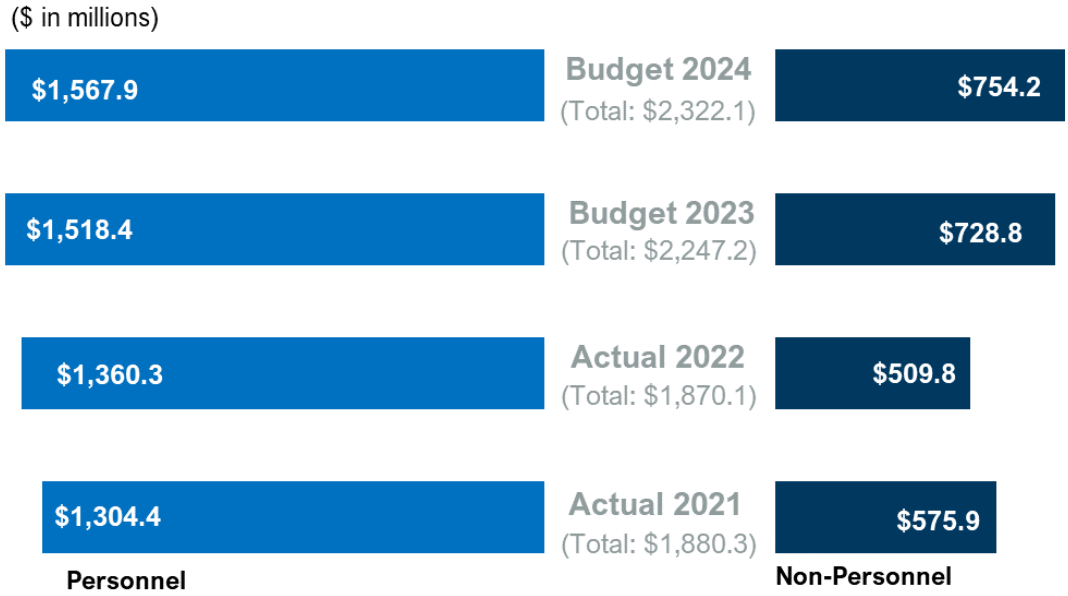
$ 121.0 (5.2%)
MATERIALS & SUPPLIES

$ 422.0 (18.2%)
SERVICES

$ 1,567.9 (67.5%)
PERSONNEL



USES OF FUNDS (PERSONNEL vs NON-PERSONNEL)



OPERATING BUDGET – REVENUE AND EXPENSES

	(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change
REVENUES	Passenger	$102,039	$213,533	$301,032	$405,997	$104,964
	Parking	3,895	10,193	21,232	25,981	4,749
	Advertising	14,233	11,257	14,000	21,000	7,000
	Joint Development	9,157	8,753	9,644	22,003	12,359
	Fiber Optics	16,010	16,353	13,892	17,513	3,622
	Other Non-Transit Sources	21,233	21,350	22,684	16,684	(6,000)
	Total Revenues	**$166,567**	**$281,437**	**$382,484**	**$509,178**	**$126,694**
EXPENSES	Personnel	$1,304,405	$1,360,321	$1,518,362	$1,567,922	$49,560
	Services	321,962	278,055	412,410	421,953	9,543
	Materials & Supplies	97,616	61,164	123,960	121,031	(2,929)
	Fuel (Gas/Diesel/Natural Gas)	20,958	32,034	33,440	38,316	4,876
	Utilities and Propulsion Power	79,692	80,246	96,035	107,886	11,851
	Casualty and Liability	32,858	39,749	43,168	44,679	1,511
	Leases and Rental	11,129	9,687	10,477	10,749	272
	Miscellaneous	11,676	8,869	9,357	9,600	243
	Total Expenses	**$1,880,296**	**$1,870,126**	**$2,247,209**	**$2,322,136**	**$74,927**
SUBSIDY	**Gross Subsidy**	**$1,713,729**	**$1,588,689**	**$1,864,725**	**$1,812,958**	**($51,767)**
	Federal Relief[1]	(704,669)	(689,748)	(672,830)	(561,046)	111,784
	Net Subsidy	**$1,009,060**	**$898,941**	**$1,191,896**	**$1,251,912**	**$60,016**
Cost Recovery Ratio		8.9%	15.0%	17.0%	21.9%	

1.Includes CARES Act, CRRSAA, and ARPA

OPERATING BUDGET – AUTHORITY WIDE

	(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change	% Change
PERSONNEL	Salaries	$360,524	$360,799	$403,601	$413,602	$10,002	2.5%
	Wages	520,884	523,013	584,544	616,031	31,487	5.4%
	Overtime	54,404	115,473	88,682	93,416	4,734	5.3%
	Total Salaries and Wages	**$935,811**	**$999,284**	**$1,076,827**	**$1,123,049**	**$46,222**	**4.3%**
	Fringes	**$442,608**	**$464,439**	**$506,247**	**$542,884**	**$36,638**	**7.2%**
	Fringe Health	194,198	213,460	187,478	184,729	(2,750)	(1.5%)
	Fringe Pension	215,849	227,190	192,187	210,664	18,478	9.6%
	Other Fringe Benefits	(3,951)	(14,480)	87,649	111,204	23,555	26.9%
	Workers Compensation	36,512	38,269	38,933	36,288	(2,645)	(6.8%)
	Capital Allocation	**($74,015)**	**($103,402)**	**($64,711)**	**($98,011)**	**($33,300)**	**51.5%**
	Total Personnel Cost	**$1,304,405**	**$1,360,321**	**$1,518,362**	**$1,567,922**	**$49,560**	**3.3%**
NON-PERSONNEL	**Services**	**$321,962**	**$278,055**	**$412,410**	**$421,953**	**$9,543**	**2.3%**
	Professional and Technical	71,611	63,245	80,065	97,834	17,769	22.2%
	Contract Maintenance	97,131	60,061	80,287	77,315	(2,972)	(3.7%)
	Paratransit	124,614	121,405	169,137	183,259	14,122	8.3%
	Other	28,607	33,344	82,920	63,544	(19,376)	(23.4%)
	Materials and Supplies	**$97,616**	**$61,164**	**$123,960**	**$121,031**	**($2,929)**	**(2.4%)**
	Parts	72,606	23,947	56,240	40,411	(15,829)	(28.1%)
	Other	25,010	37,217	67,720	80,620	12,900	19.0%
	Fuel (Gas/Diesel/Natural Gas)	**$20,958**	**$32,034**	**$33,440**	**$38,316**	**$4,876**	**14.6%**
	Diesel Fuel	13,367	20,811	20,662	22,824	2,161	10.5%
	Gasoline	5,302	8,923	8,258	9,863	1,605	19.4%
	Natural Gas	2,289	2,300	4,519	5,629	1,110	24.6%
	Utilities and Propulsion	**$79,692**	**$80,246**	**$96,035**	**$107,886**	**$11,851**	**12.3%**
	Propulsion	45,882	43,718	54,190	63,521	9,331	17.2%
	Electricity	24,024	26,205	28,498	28,488	(11)	(0.0%)
	Utilities - Other	9,786	10,323	13,347	15,878	2,531	19.0%
	Casualty and Liability	**$32,858**	**$39,749**	**$43,168**	**$44,679**	**$1,511**	**3.5%**
	Insurance	20,068	26,992	30,398	31,462	1,064	3.5%
	Claims	12,790	12,757	12,769	13,216	-	-
	Leases	**$11,129**	**$9,687**	**$10,477**	**$10,749**	**$272**	**2.6%**
	Property	6,296	5,676	6,227	6,855	$628	10.1%
	Equipment	4,833	4,011	4,250	3,894	($356)	(8.4%)
	Miscellaneous	**$11,676**	**$8,869**	**$9,357**	**$9,600**	**$243**	**2.6%**
	Business Meeting/Subscriptions	873	765	341	1,314	974	285.8%
	Advertising	6,716	7,595	4,315	7,818	3,504	81.2%
	Reimbursements/Other	4,086	509	4,701	467	(4,234)	(90.1%)
	Total Non-Personnel Cost	**$575,891**	**$509,804**	**$728,847**	**$754,214**	**$25,367**	**3.5%**
TOTAL COST		**$1,880,296**	**$1,870,126**	**$2,247,209**	**$2,322,136**	**$74,927**	**3.3%**

OPERATING BUDGET – EXPENSES

	(Dollars in Thousands)	FY2024 Budget	FY2024 Metrobus	FY2024 Metrorail	FY2024 MetroAccess
PERSONNEL	Salaries	$413,602	$98,247	$311,844	$3,511
	Wages	616,031	289,148	325,970	913
	Overtime	93,416	38,004	55,402	10
	Total Salaries and Wages	**$1,123,049**	**$425,399**	**$693,216**	**$4,434**
	Fringes	**$542,884**	**$161,356**	**$375,850**	**$5,678**
	Fringe Health	184,729	51,427	130,925	2,376
	Fringe Pension	210,664	58,068	149,973	2,623
	Other Fringe Benefits	111,204	41,755	69,240	209
	Workers Compensation	36,288	10,107	25,712	469
	Capital Allocation	**($98,011)**	**($23,521)**	**($73,410)**	**($1,080)**
	Total Personnel Cost	**$1,567,922**	**$563,234**	**$995,656**	**$9,032**
NON-PERSONNEL	**Services**	**$421,953**	**$69,294**	**$164,513**	**$188,145**
	Professional and Technical	97,834	20,004	73,880	3,950
	Contract Maintenance	77,315	33,454	43,339	523
	Paratransit	183,259	0	(0)	183,259
	Other	63,544	15,836	47,294	413
	Materials and Supplies	**$121,031**	**$60,499**	**$60,275**	**$258**
	Parts	40,411	23,217	17,178	15
	Other	80,620	37,281	43,096	243
	Fuel (Gasoline/Diesel/Natural Gas)	**$38,316**	**$25,907**	**$6,709**	**$5,700**
	Diesel Fuel	22,824	18,612	4,212	(0)
	Gasoline	9,863	1,666	2,497	5,700
	Natural Gas	5,629	5,629	-	-
	Utilities and Propulsion	**$107,886**	**$1,611**	**$106,191**	**$84**
	Propulsion	63,521	-	63,521	-
	Electricity	28,488	(81)	28,565	3
	Utilities - Other	15,878	1,691	14,106	81
	Casualty and Liability	**$44,679**	**$16,452**	**$27,704**	**$522**
	Insurance	31,462	12,769	18,347	346
	Claims	13,216	3,683	9,357	176
	Leases	**$10,749**	**$2,556**	**$7,236**	**$958**
	Property	6,855	1,224	4,695	936
	Equipment	3,894	1,332	2,540	22
	Miscellaneous	**$9,600**	**$3,309**	**$6,179**	**$112**
	Business Meeting/Subscriptions	1,314	227	1,057	30
	Advertising	7,818	2,186	5,599	34
	Reimbursements/Other	467	896	(476)	48
	Total Non-Personnel Cost	**$754,214**	**$179,627**	**$378,807**	**$195,779**
TOTAL COST		**$2,322,136**	**$742,861**	**$1,374,464**	**$204,812**

Operating Budget by Mode: Metrobus

Metrobuses on 14th St NW in bus lanes near Columbia Heights Station

Profile

Metrobus provides safe, reliable and effective service across the Washington region. Prior to the Covid-19 pandemic, Metrobus operated 159 lines with 245 routes covering over 2,396 street miles of service throughout the region. In response to the pandemic Metro reduced service to approximately 75 percent of pre-Covid levels. Service was full recovered in FY2022 and has continued to operate at 100 percent of pre-Covid levels.

The FY2024 Proposal increases service frequency with trains every three to six minutes at stations in the core and trains every eight to 12 minutes systemwide, benefiting customers across the entire network.

Building on the all-day service improvements introduced in Fall 2021, which upgraded 20 bus lines to every 12-minute frequency all day and 16 bus lines to every 20-minute frequency all day, the proposal includes improvements to three bus lines to increase frequency and expand access.

Proposed FY2024 service improvements include the following:

- Green and Yellow Line trains would arrive every six minutes all day, with all Yellow Line trains turning around at Mt. Vernon Square station
- Orange line trains would operate every 7.5 minutes on average during peak service, and every 10 minutes during off-peak service

Continuation of this level of service is enabled by federal relief ARPA funding. Service is provided on a combination of local, limited-stop (MetroExtra) and express routes connecting the region to Metrorail; employment, medical and activity centers; schools, colleges and universities; airports; military installations; and commuter rail. Metro utilizes 9.374 bus stops supported by 2,554 shelters owned by 15 separate agencies.

All buses are accessible to people with disabilities, and bike racks are available for use on all buses. Service is provided from ten operating divisions located throughout the service area in Washington D.C. and Virginia.

Sources of Funds

SOURCES OF FUNDS – METROBUS

($ in millions)

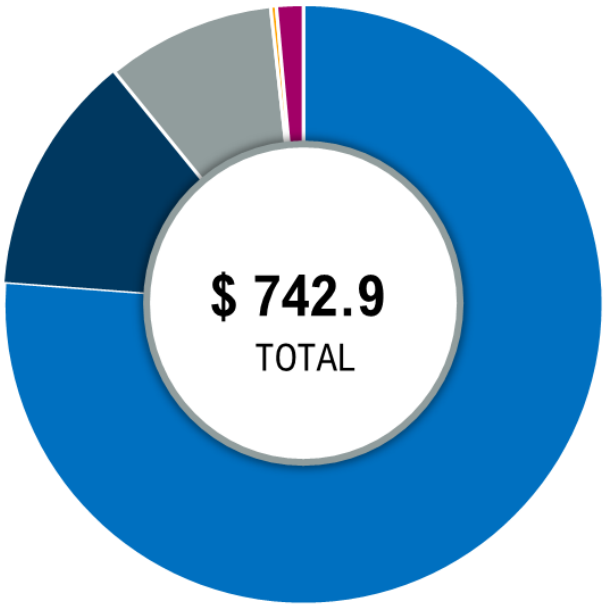
$ 10.7 (1.4%)
ADVERTISING

$ 2.3 (0.3%)
OTHER

$ 67.7 (9.1%)
PASSENGER

$ 96.1 (12.9%)
FEDERAL RELIEF[1]

$ 566.0 (76.2%)
NET SUBSIDY



1. Includes ARPA

- Metrobus sources of funds consist of revenue primarily from fares and advertising and subsidy from Metro's jurisdictional partners. Subsidy is $566.0 million or 76.2 percent of the total funding need for Metrobus
- Total Metrobus revenue in FY2024 is projected at $80.7 million. The largest revenue source is passenger revenues estimated at $67.7 million, which includes fares and passes. Passenger revenue is expected to increase $8.6 million from FY2023 to FY2024 primarily due to gradual recovery of ridership from pandemic impacts
- Metrobus is projected to receive advertising revenue of $10.7 million, an increase of 210.8 percent when compared to FY2023 budget, attributable to revenue sharing contract provisions that allow for WMATA to benefit from expected ridership recovery and in turn increased advertising sales
- Other Metrobus revenue, which includes interest, property disposal, and other miscellaneous revenue, is projected to total $2.3 million

Uses of Funds

USES OF FUNDS – METROBUS

($ in millions)

$ 22.3 (3.0%)
OTHER

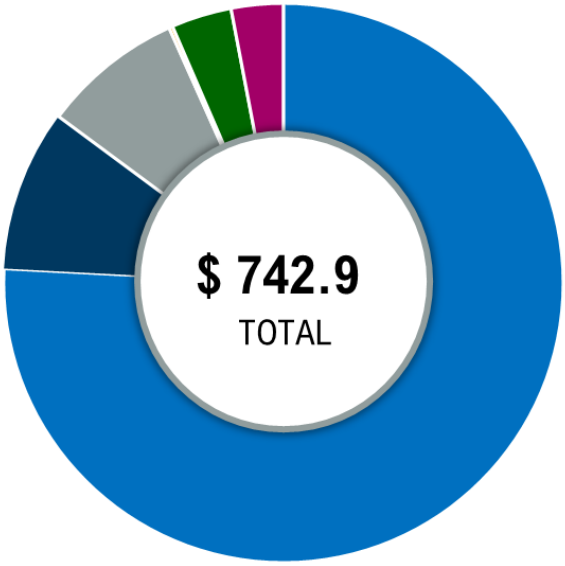
$ 25.9 (3.5%)
FUEL (GAS/DIESEL/CNG)

$ 1.6 (0.2%)
UTILITIES & PROPULSION

$ 60.5 (8.1%)
MATERIALS & SUPPLIES

$ 69.3 (9.3%)
SERVICES

$ 563.2 (75.8%)
PERSONNEL



- Personnel expenses are the largest portion of the Metrobus budget. For FY2024, personnel cost is estimated at $563.2 million or 75.8 percent of the Metrobus budget. Personnel expenses increased by $53.6 million or 10.7 percent from FY2021 actuals to FY2022 and are projected to increase by $8.1 million or 1.5 percent from FY2023 budget to FY2024, primarily driven by increased salaries from the Collective Bargaining Agreement (CBA) contracts and service restoration and improvements for FY2024
- Services costs, budgeted at $69.3 million in FY2024, decreased by $15.4 million or 23.7 percent from FY2021 actuals to FY2022. These costs are projected to decrease an additional $8.7 million or 11.1 percent from FY2023 budget to FY2024. Contract increases were partially offset by continued management actions
- Materials and Supplies, budgeted at $60.5 million in FY2024, decreased by $5.4 million or 19.7 percent from FY2021 actuals to FY2022, but are projected to increase by $8.0 million or 15.2 percent from FY2023 budget to FY2024
- Energy costs are projected to decrease by $8.2 million from FY2023 budget to FY2024. Fuel costs, which include diesel, Compressed Natural Gas (CNG) and gasoline, are budgeted at $25.9 million, an increase of $1.1 million over FY2023. Utilities costs of $1.6 million are projected to decline by $9.3 million versus the FY2023 budget
- Other expenses total $22.3 million for FY2024, a decrease of $0.2 million compared to the FY2023 budget

Newly rehabilitated historic Chevy Chase Bus Terminal

METROBUS – REVENUE AND EXPENSES

	(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change
REVENUES	Passenger	$20,367	$47,555	$59,103	$67,700	$8,597
	Parking	-	-	-	-	-
	Advertising	8,554	5,757	3,456	10,740	7,284
	Joint Development	-	-	-	-	-
	Fiber Optics	-	-	-	-	-
	Other Non-Transit Sources	5,660	(3,356)	2,287	2,287	-
	Total Revenues	**$34,581**	**$49,956**	**$64,846**	**$80,727**	**$15,881**
EXPENSES	Personnel	$501,541	$555,182	$555,178	$563,234	$8,055
	Services	64,934	49,548	77,961	69,294	(8,667)
	Materials & Supplies	27,361	21,979	52,501	60,499	7,998
	Fuel (Gas/Diesel/Natural Gas)	17,068	24,841	24,810	25,907	1,097
	Utilities and Propulsion Power	7,390	7,439	10,929	1,611	(9,318)
	Casualty and Liability	9,737	11,778	15,897	16,452	555
	Leases and Rental	2,457	1,716	2,475	2,556	81
	Miscellaneous	3,134	1,947	4,145	3,309	(836)
	Total Expenses	**$633,622**	**$674,429**	**$743,895**	**$742,861**	**($1,034)**
SUBSIDY	**Gross Subsidy**	**$599,041**	**$624,473**	**$679,049**	**$662,134**	**($16,915)**
	Federal Relief[1]	(247,857)	(289,882)	(115,253)	(96,105)	$19,148
	Net Subsidy	**$351,184**	**$334,591**	**$563,796**	**$566,029**	**$2,233**
Cost Recovery Ratio		5.5%	7.4%	8.7%	10.9%	

1. Includes CARES Act, CRRSAA, and ARPA

METROBUS – OPERATING BUDGET

	(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change	% Change
PERSONNEL	Salaries	$84,179	$89,439	$109,935	$98,247	($11,688)	(10.6%)
	Wages	240,367	254,817	243,204	289,148	45,944	18.9%
	Overtime	21,857	57,360	35,032	38,004	2,973	8.5%
	Total Salaries and Wages	**$346,403**	**$401,617**	**$388,170**	**$425,399**	**$37,228**	**9.6%**
	Fringes	**$176,830**	**$184,007**	**$185,739**	**$161,356**	**($24,383)**	**(13.1%)**
	Fringe Health	70,456	83,768	68,410	51,427	(16,983)	(24.8%)
	Fringe Pension	78,269	88,802	70,224	58,068	(12,156)	(17.3%)
	Other Fringe Benefits	13,873	(3,128)	32,213	41,755	9,542	29.6%
	Workers Compensation	14,233	14,564	14,893	10,107	(4,786)	(32.1%)
	Capital Allocation	**($21,692)**	**($30,442)**	**($18,731)**	**($23,521)**	**($4,790)**	**25.6%**
	Total Personnel Cost	**$501,541**	**$555,182**	**$555,178**	**$563,234**	**$8,055**	**1.5%**
NON-PERSONNEL	**Services**	**$64,934**	**$49,548**	**$77,961**	**$69,294**	**($8,667)**	**(11.1%)**
	Professional and Technical	21,921	16,761	18,070	20,004	1,934	10.7%
	Contract Maintenance	35,903	25,512	39,591	33,454	(6,138)	(15.5%)
	Paratransit	4	-	-	0	0	-
	Other	7,105	7,275	20,300	15,836	(4,464)	(22.0%)
	Materials and Supplies	**$27,361**	**$21,979**	**$52,501**	**$60,499**	**$7,998**	**15.2%**
	Parts	19,039	7,933	29,588	23,217	(6,370)	(21.5%)
	Other	8,322	14,045	22,913	37,281	14,368	62.7%
	Fuel (Gas/Diesel/Natural Gas)	**$17,068**	**$24,841**	**$24,810**	**$25,907**	**$1,097**	**4.4%**
	Diesel Fuel	13,367	20,811	19,495	18,612	(883)	(4.5%)
	Gasoline	1,445	1,730	796	1,666	870	109.3%
	Natural Gas	2,256	2,300	4,519	5,629	1,110	24.6%
	Utilities and Propulsion	**$7,390**	**$7,439**	**$10,929**	**$1,611**	**($9,318)**	**(85.3%)**
	Propulsion	643	611	0	-	(0)	(100.0%)
	Electricity	3,273	3,321	8,110	(81)	(8,191)	(101.0%)
	Utilities - Other	3,474	3,506	2,819	1,691	(1,128)	(40.0%)
	Casualty and Liability	**$9,737**	**$11,778**	**$15,897**	**$16,452**	**$555**	**3.5%**
	Insurance	5,947	7,998	12,338	12,769	431	3.5%
	Claims	3,790	3,780	3,559	3,683	124	3.5%
	Leases	**$2,457**	**$1,716**	**$2,475**	**$2,556**	**$81**	**3.3%**
	Property	1,207	672	1,872	1,224	(647)	(34.6%)
	Equipment	1,250	1,044	603	1,332	729	120.8%
	Miscellaneous	**$3,134**	**$1,947**	**$4,145**	**$3,309**	**($836)**	**(20.2%)**
	Business Meeting/Subscriptions	228	173	204	227	23	11.1%
	Advertising	1,991	2,250	1,453	2,186	732	50.4%
	Reimbursements/Other	915	(476)	2,487	896	(1,591)	(64.0%)
	Total Non-Personnel Cost	**$132,081**	**$119,247**	**$188,717**	**$179,627**	**($9,090)**	**(4.8%)**
Total Cost		**$633,622**	**$674,429**	**$743,895**	**$742,861**	**($1,034)**	**(0.1%)**

Operating Budget by Mode: Metrorail

Metrorail train at Addison Road Station for Spring Platform Improvement Project reopening event

Profile

The Metrorail system is a rapid transit system that consists of 128 route miles, 97 passenger stations and a fleet of over 1,200 railcars. In 2022 Metro has added six new stations and 12 additional route miles. In addition to six new stations and 12 route miles associated with the Silver Line Phase 2 extension, the blue and yellow lines will be augmented with an in-fill station at Potomac Yard. This will bring the system to a total of 98 stations and 130 route miles. All Metrorail stations and railcars are accessible to disabled passengers and compliant with ADA standards.

Starting in FY2021, service was scheduled to operate 5:00 am to 12:00 am Monday through Thursday, 5:00 am to 2:00 am on Fridays, 7:00 am to 2:00 am on Saturdays, and 8:00 am to 11:00 pm on Sundays. In Q4 FY2020 the Covid-19 pandemic dramatically altered Metrorail operations and service hours, closing the system at 11:00 pm seven days a week beginning August 16, 2020. In FY2022, service was extended to midnight seven days a week beginning in July 2021, and further extended system hours on Friday and Saturday nights to 1:00 am beginning in the fall of 2021. Other service enhancements included an earlier Sunday opening time to match Saturday and frequent all-day service on all six rail lines: 10 minutes at peak (5 minutes on the Red Line), 12 minutes off-peak (6 minutes on the Red Line), and 15 minutes late night (10 minutes on the Red Line).

The system is composed of three main types of structures: underground, surface and elevated. Excluding Silver Line Phase 2, the underground sections consist of 50.5 route miles and 47 stations, the surface sections comprise 58 miles and 38 stations, and the elevated sections consist of 9.2 route miles and six stations. The inclusion of the Silver Line Phase 2 and Potomac Yard stations expands the system to 130 route miles, 50.5 miles (47 stations) of which are underground, 60.25 miles (44 stations) of which are at the surface, and 19.25 miles (seven stations) of which are elevated.

Metrorail's design requires high reliance on vertical mobility through the utilization of elevators and escalators. Most customers access Metrorail via escalators to the train platform, while elevators provide accessibility for persons with disabilities, seniors, customers with strollers, travelers carrying luggage and other riders.

Metro operates more than 900 vertical transportation assets (618 escalators and 278 elevators as of December 2022, excluding Silver Line Phase 2), which served over 600,000 rail passengers each weekday before the pandemic. Silver Line Phase 2 and Potomac Yard stations will add 32 escalators and 35 elevators, bringing the total to over 900 vertical transportation units. The Wheaton station on the Red Line has the longest escalator (230 feet) in the Western Hemisphere. The Forest Glen station, also on the Red Line, is the deepest station in the system (196 feet or 21 stories below street level) with high-speed elevators that take less than 20 seconds to travel from the street to the platform.

Sources of Funds

SOURCES OF FUNDS – METRORAIL

($ in millions)

$ 10.3 (0.7%)
ADVERTISING

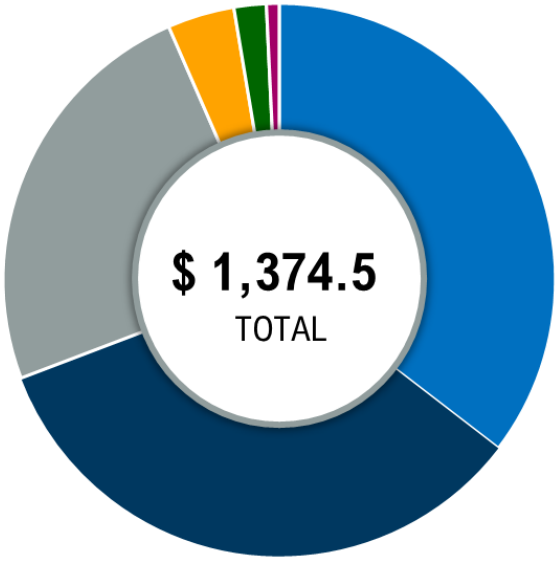
$ 26.0 (1.9%)
PARKING

$ 53.9 (3.9%)
OTHER

$ 332.9 (24.2%)
PASSENGER

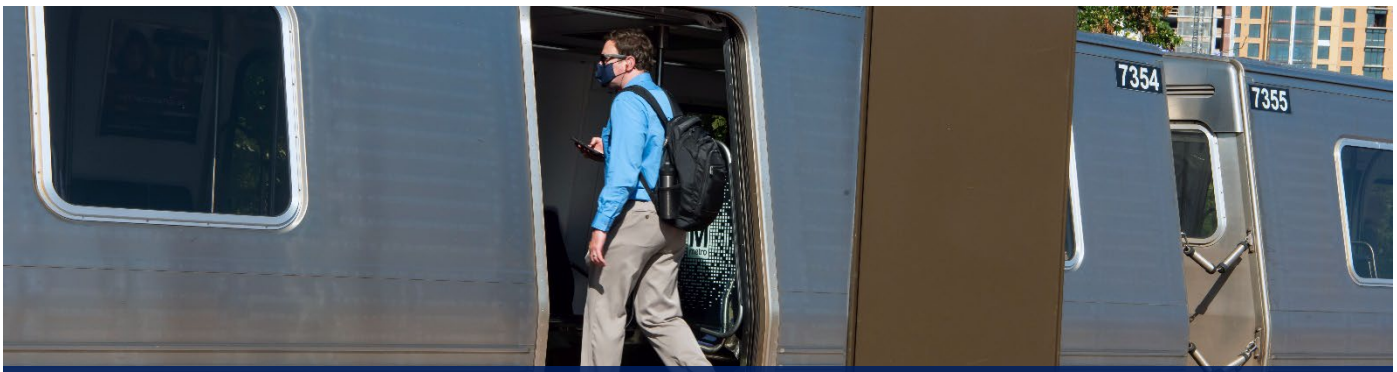
$ 464.6 (33.8%)
FEDERAL RELIEF[1]

$ 486.8 (35.4%)
NET SUBSIDY



1. Includes ARPA

- Metrorail sources of funds consist of revenue primarily from passenger fares and parking fees, as well as advertising and lease revenues and subsidy from Metro's jurisdictional partners. Subsidy is $486.8 million or 35.4 percent of the rail funding need
- Total Metrorail revenue in FY2024 is projected at $423.0 million. Passenger revenues, including fares and passes, are projected at $332.9 million. Passenger revenue is expected to increase 40.6 percent from FY2023 to FY2024 due to the expected gradual post-pandemic increase in ridership. Prior to the pandemic, rail passenger revenues were projected to increase due to a rebound in ridership related to improved reliability, expanded fare products, customer service initiatives and a partial restoration of late-night hours
- Parking revenue at Metrorail facilities will contribute $26.0 million in revenue. This is a 22.4 percent increase from FY2023 to FY2024 due to gradual recovery from the Covid-19 impacts
- Advertising revenue applied to Metrorail will contribute $10.3 million to revenue in FY2024. This is a $0.3 million decrease from the FY2023 budget
- Other revenue, which includes joint development, fiber optics, and other non-transit revenue is projected to contribute $53.9 million in FY2024



Metrorail rider stepping onto 7000-Series train

Uses of Funds

USES OF FUNDS – METRORAIL

($ in millions)

$ 41.1 (3.0%)
OTHER

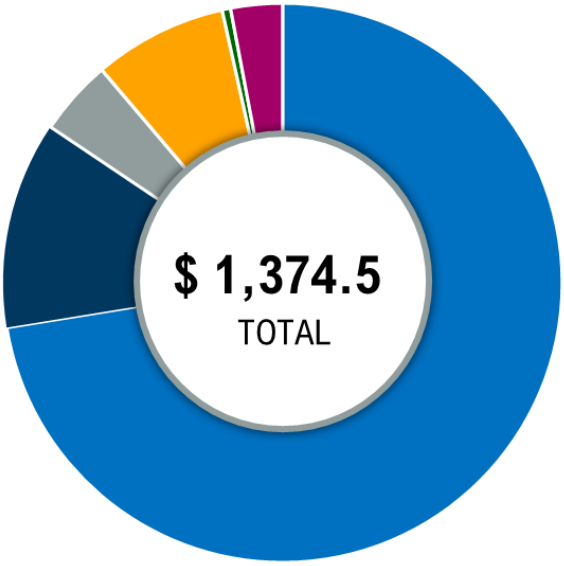
$ 6.7 (0.5%)
FUEL (GAS/DIESEL/CNG)

$ 106.2 (7.7%)
UTILITIES & PROPULSION

$ 60.3 (4.4%)
MATERIALS & SUPPLIES

$ 164.5 (12.0%)
SERVICES

$ 995.7 (72.4%)
PERSONNEL



- Personnel expenses are the largest portion of the FY2024 Metrorail budget. Personnel costs are estimated at $995.7 million in FY2024, or 72.4 percent of total Metrorail expenses. Personnel expenses increased by $2.9 million or 0.4 percent from FY2021 actuals to FY2022 actuals and are projected to increase $48.1 million or 5.1 percent from the FY2023 budget to FY2024 budget
- Services are budgeted at $164.5 million in FY2024. Services decreased from FY2021 actuals to FY2022 actuals by $24.7 million or 19.3 percent due to outsourcing and are projected to increase by $4.3 million or 2.7 percent from FY2023 budget to FY2024 budget
- Materials and Supplies are budgeted at $60.3 million in FY2024. Materials and Supplies decreased $31.1 million from FY2021 actuals to FY2022 actuals and are projected to decrease by $10.9 million or 15.3 percent from FY2023 budget to FY2024 budget
- Fuel costs are budgeted at $6.7 million in FY2024. Fuel costs increased $3.8 million from FY2023 budget to FY2024 budget
- Utilities and Propulsion expenses of $106.2 million are projected to increase by $21.8 million or 25.9 percent over the FY2023 budget
- Other expenses consisting of Casualty and Liability insurance, lease and miscellaneous expenses total $41.1 million, which is a $2.2 million increase over the FY2023 budget

Metrorail train at Judiciary Sq Station

METRORAIL – REVENUE AND EXPENSES

	(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change
REVENUES	Passenger	$77,256	$161,576	$236,728	$332,884	$96,156
	Parking	3,895	10,193	21,232	25,981	4,749
	Advertising	5,679	5,500	10,544	10,260	(284)
	Joint Development	9,157	8,753	9,644	22,003	12,359
	Fiber Optics	16,010	16,353	13,892	17,513	3,622
	Other Non-Transit Sources	14,014	24,802	20,397	14,397	(6,000)
	Total Revenues	**$126,010**	**$227,176**	**$312,437**	**$423,039**	**$110,602**
EXPENSES	Personnel	$792,893	$795,789	$947,580	$995,656	$48,076
	Services	128,284	103,562	160,221	164,513	4,292
	Materials & Supplies	69,726	38,666	71,168	60,275	(10,894)
	Fuel (Gas/Diesel/Natural Gas)	1,114	2,266	2,889	6,709	3,820
	Utilities and Propulsion Power	71,710	71,994	84,373	106,191	21,818
	Casualty and Liability	22,473	27,188	26,768	27,704	936
	Leases and Rental	8,503	7,841	7,063	7,236	173
	Miscellaneous	8,295	6,762	5,096	6,179	1,084
	Total Expenses	**$1,102,998**	**$1,054,068**	**$1,305,158**	**$1,374,464**	**$69,305**
SUBSIDY	**Gross Subsidy**	**$976,987**	**$826,892**	**$992,721**	**$951,425**	**($41,296)**
	Federal Relief[1]	(451,054)	(395,219)	(557,138)	(464,575)	92,563
	Net Subsidy	**$525,934**	**$431,672**	**$435,584**	**$486,850**	**$51,266**
Cost Recovery Ratio		11.4%	21.6%	23.9%	30.8%	

1. Includes CARES Act, CRRSAA, and ARPA

OPERATING BUDGET – METRORAIL

	(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change	% Change
PERSONNEL	Salaries	$269,700	$264,616	$284,629	$311,844	$27,215	9.6%
	Wages	279,634	267,182	339,278	325,970	(13,308)	(3.9%)
	Overtime	32,527	58,077	53,337	55,402	2,065	3.9%
	Total Salaries and Wages	**$581,862**	**$589,875**	**$677,244**	**$693,216**	**$15,972**	**2.4%**
	Fringes	**$261,912**	**$276,850**	**$315,032**	**$375,850**	**$60,819**	**19.3%**
	Fringe Health	122,211	128,141	117,099	130,925	13,827	11.8%
	Fringe Pension	135,867	136,655	119,715	149,973	30,258	25.3%
	Other Fringe Benefits	(18,068)	(11,223)	54,576	69,240	14,664	26.9%
	Workers Compensation	21,903	23,278	23,643	25,712	2,070	8.8%
	Capital Allocation	**($50,881)**	**($70,936)**	**($44,696)**	**($73,410)**	**($28,714)**	**64.2%**
	Total Personnel Cost	**$792,893**	**$795,789**	**$947,580**	**$995,656**	**$48,076**	**5.1%**
NON-PERSONNEL	**Services**	**$128,284**	**$103,562**	**$160,221**	**$164,513**	**$4,292**	**2.7%**
	Professional and Technical	46,591	43,912	58,152	73,880	15,728	27.0%
	Contract Maintenance	60,701	34,066	40,229	43,339	3,110	7.7%
	Paratransit	7	72	-	(0)	(0)	-
	Other	20,985	25,512	61,840	47,294	(14,546)	(23.5%)
	Materials & Supplies	**$69,726**	**$38,666**	**$71,168**	**$60,275**	**($10,894)**	**(15.3%)**
	Parts	53,552	16,001	26,458	17,178	(9,279)	(35.1%)
	Other	16,174	22,665	44,711	43,096	(1,614)	(3.6%)
	Fuel (Gas/Diesel/Natural Gas)	**$1,114**	**$2,266**	**$2,889**	**$6,709**	**$3,820**	**132.2%**
	Diesel Fuel	-	0	1,152	4,212	3,059	265.5%
	Gasoline	1,081	2,266	1,737	2,497	-	-
	Natural Gas	33	-	-	-	-	-
	Utilities & Propulsion	**$71,710**	**$71,994**	**$84,373**	**$106,191**	**$21,818**	**25.9%**
	Propulsion	45,239	43,107	54,190	63,521	9,331	17.2%
	Electricity	20,255	22,212	19,843	28,565	8,722	44.0%
	Utilities - Other	6,216	6,675	10,340	14,106	3,766	36.4%
	Casualty & Liability	**$22,473**	**$27,188**	**$26,768**	**$27,704**	**$936**	**3.5%**
	Insurance	13,725	18,462	17,727	18,347	620	3.5%
	Claims	8,748	8,726	9,041	9,357	316	3.5%
	Leases	**$8,503**	**$7,841**	**$7,063**	**$7,236**	**$173**	**2.4%**
	Property	4,981	4,926	3,416	4,695	1,279	37.5%
	Equipment	3,522	2,915	3,647	2,540	(1,107)	(30.3%)
	Miscellaneous	**$8,295**	**$6,762**	**$5,096**	**$6,179**	**$1,084**	**21.3%**
	Business Meeting/Subscriptions	619	581	128	1,057	930	728.1%
	Advertising	4,594	5,195	2,805	5,599	2,793	99.6%
	Reimbursements/Other	3,082	985	2,163	(476)	(2,639)	(122.0%)
	Total Non-Personnel Cost	**$310,105**	**$258,279**	**$357,578**	**$378,807**	**$21,229**	**5.9%**
Total Cost		**$1,102,998**	**$1,054,068**	**$1,305,158**	**$1,374,464**	**$69,305**	**5.3%**

Operating Budget by Mode: MetroAccess

MetroAccess van near the Mall at Prince George's

Profile

MetroAccess ensures the ongoing accessibility of Metrobus and Metrorail for customers with disabilities and, in accord with ADA standards, provides MetroAccess paratransit service for those who are unable to use Metrobus and Metrorail. MetroAccess, a shared-ride, door-to-door service, is offered for the same days, hours, and locations as fixed-route transit, utilizing a fleet of 754 vehicles in FY2024. Service contractors operate the van service and manage the operations control center and quality assurance functions. Prior to the pandemic, MetroAccess provided over two million trips each year, and currently provides over 1.5 million per year.

Demand for paratransit service is increasing as the population of people with disabilities is growing in the region and nationwide. For this reason, it is critical for Metro to accommodate as many customers as possible. Metro provides travel training to assist customers with disabilities in navigating the Metrobus and Metrorail systems, while encouraging customers to take full advantage of the many accessibility and safety features. MetroAccess partners with Metrobus and Metrorail to provide group orientations and workshops to educate organizations on how to provide travel training to their clients.

Additionally, Metro has partnered with the jurisdictions to improve the accessibility of bus stops in the region, further enhancing customers' ability to use the fixed-route system. Because of these initiatives and Metro's free ride benefit, MetroAccess customers take over 2.3 million fixed-route trips each year.

To keep MetroAccess sustainable for future years, Metro has embarked on a campaign to facilitate the establishment of lower-cost alternatives to MetroAccess. Metro is helping to facilitate the following programs:

- Coordinated Alternatives to Paratransit Services (CAPS), established in 2013, provides transportation service for clients of two human services agencies (HSA) in Maryland between the HSAs' main facilities and clients' homes. Services provided under the CAPS program cost Metro 40 percent less per trip than a comparable trip on MetroAccess
- The Abilities-Ride program began in FY2018 as a public-private partnership between Metro and two vendors to provide generally available on-demand and reserve trip service to MetroAccess customers for trips beginning and ending in Maryland. The program now has 11 providers with service throughout the MetroAccess service area. Trips provided by the program can save Metro as much as 25 percent of the cost of a comparable MetroAccess trip

Sources of Funds

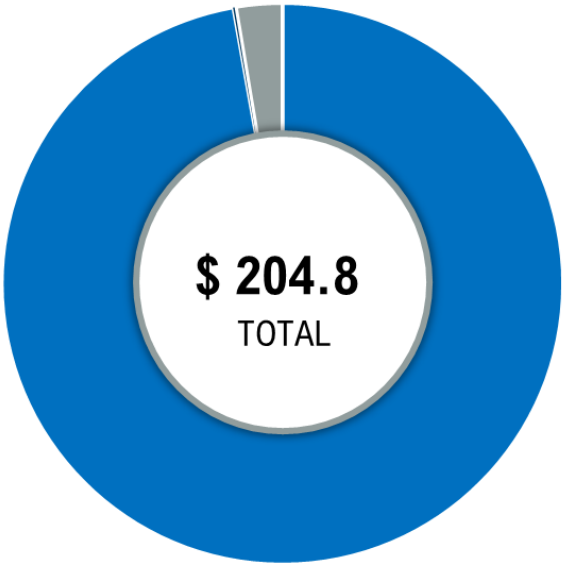
SOURCES OF FUNDS – METROACCESS

($ in millions)

$ 5.4 (2.6%)
PASSENGER

$ 0.4 (0.2%)
FEDERAL RELIEF[1]

$ 199.0 (97.2%)
NET SUBSIDY

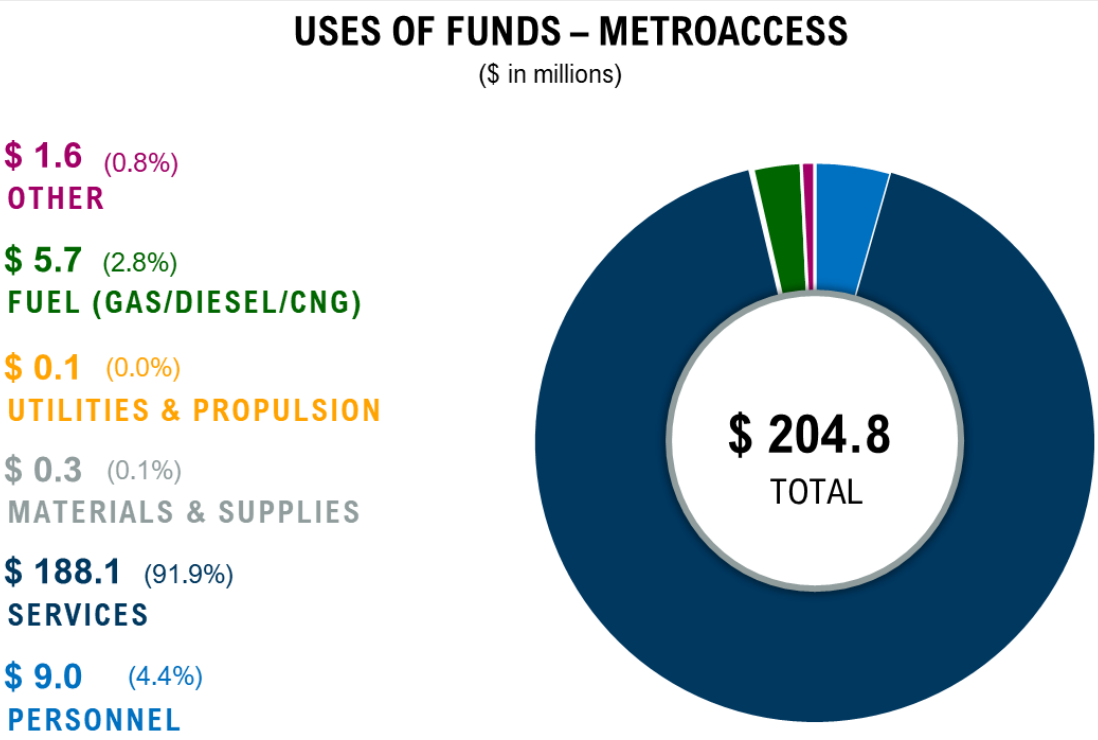


1. Includes ARPA

- MetroAccess sources of funds include passenger revenue and net subsidy from Metro's jurisdictional partners. MetroAccess passenger revenues are projected at $5.4 million and cover 2.6 percent of Metro's paratransit costs; federal relief provides $0.4 million of funding support in FY2024, and jurisdictional subsidies of $199.0 million support the remaining 97.2 percent
- MetroAccess passenger revenues are expected to increase 4.1 percent when compared to FY2023 budget due to the projected increase in ridership

New hybrid MetroAccess sedans and MetroAccess vans

Uses of Funds



- Personnel costs are budgeted at $9.0 million, which is a $6.6 million decrease in comparison to the FY2023 budget
- Services expenses decreased by $3.8 million or 3.0 percent from FY2021 to FY2022, and are budgeted at $188.1 million in FY2024, an increase of $13.9 million or 8.0 percent from FY2023 budget to FY2024. This increase is primarily due to cost escalation in paratransit contract rates. Contracts to provide Paratransit service account for 89.5 percent of the total MetroAccess budget. Other contract spending brings total Services costs to 91.9 percent of total Access expenses
- Energy costs, consisting of fuel and utilities, are projected to decrease 10.7 percent from FY2023 to FY2024

MetroAccess van parked on a neighborhood street

METROACCESS – REVENUE AND EXPENSES

	(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change
REVENUES	Passenger	$4,416	$4,402	$5,201	$5,412	$211
	Parking	-	-	-	-	-
	Advertising	-	-	-	-	-
	Joint Development	-	-	-	-	-
	Fiber Optics	-	-	-	-	-
	Other Non-Transit Sources	1,559	(97)	-	-	-
	Total Revenues	**$5,975**	**$4,305**	**$5,201**	**$5,412**	**$211**
EXPENSES	Personnel	$9,971	$9,351	$15,604	$9,032	($6,572)
	Services	128,745	124,945	174,228	188,145	13,917
	Materials & Supplies	529	519	291	258	(34)
	Fuel (Gas/Diesel/Natural Gas)	2,776	4,927	5,741	5,700	(41)
	Utilities & Propulsion Power	592	814	734	84	(649)
	Casualty and Liability	647	783	503	522	20
	Leases & Rental	169	130	939	958	18
	Miscellaneous	247	160	116	112	(4)
	Total Expenses	**$143,677**	**$141,629**	**$198,156**	**$204,812**	**$6,656**
SUBSIDY	**Gross Subsidy**	**$137,701**	**$137,324**	**$192,955**	**$199,399**	**$6,444**
	Federal Relief[1]	(5,759)	(4,647)	(439)	(366)	73
	Net Subsidy	**$131,943**	**$132,677**	**$192,516**	**$199,033**	**$6,517**
Cost Recovery Ratio		4.2%	3.0%	2.6%	2.6%	

1. Includes CARES Act, CRRSAA, and ARPA

OPERATING BUDGET – METROACCESS

	(Dollars in Thousands)	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change	% Change
PERSONNEL	Salaries	$6,644	$6,744	$9,037	$3,511	($5,525)	(61.1%)
	Wages	883	1,013	2,062	913	(1,149)	(55.7%)
	Overtime	20	36	314	10	(304)	(96.9%)
	Total Salaries and Wages	**$7,547**	**$7,793**	**$11,412**	**$4,434**	**($6,978)**	**(61.1%)**
	Fringes	**$3,867**	**$3,582**	**$5,476**	**$5,678**	**$202**	**3.7%**
	Fringe Health	1,531	1,551	1,970	2,376	406	20.6%
	Fringe Pension	1,714	1,733	2,248	2,623	375	16.7%
	Other Fringe Benefits	245	(129)	860	209	(651)	(75.7%)
	Workers Compensation	377	427	397	469	72	18.0%
	Capital Allocation	**($1,442)**	**($2,024)**	**($1,284)**	**($1,080)**	**$204**	**(15.9%)**
	Total Personnel Cost	**$9,971**	**$9,351**	**$15,604**	**$9,032**	**($6,572)**	**(42.1%)**
NON-PERSONNEL	**Services**	**$128,745**	**$124,945**	**$174,228**	**$188,145**	**$13,917**	**8.0%**
	Professional and Technical	3,099	2,572	3,844	3,950	107	2.8%
	Contract Maintenance	527	482	467	523	55	11.8%
	Paratransit	124,603	121,334	169,137	183,259	14,122	8.3%
	Other	517	557	779	413	(366)	(47.0%)
	Materials & Supplies	**$529**	**$519**	**$291**	**$258**	**($34)**	**(11.5%)**
	Parts	14	12	195	15	(180)	(92.4%)
	Other	514	507	96	243	147	151.9%
	Fuel (Gas/Diesel/Natural Gas)	**$2,776**	**$4,927**	**$5,741**	**$5,700**	**($41)**	**(0.7%)**
	Diesel Fuel	0	0	15	(0)	(15)	(100.0%)
	Gasoline	2,776	4,927	5,725	5,700	(26)	(0.4%)
	Natural Gas	-	-	-	-	-	-
	Utilities & Propulsion	**$592**	**$814**	**$734**	**$84**	**($649)**	**(88.5%)**
	Propulsion	-	-	-	-	-	-
	Electricity	496	672	546	3	(542)	(99.4%)
	Utilities - Other	96	142	188	81	(107)	(56.9%)
	Casualty & Liability	**$647**	**$783**	**$503**	**$522**	**$20**	**3.9%**
	Insurance	395	532	333	346	13	3.9%
	Claims	252	251	170	176	7	3.9%
	Leases	**$169**	**$130**	**$939**	**$958**	**$18**	**1.9%**
	Property	108	79	940	936	(4)	(0.4%)
	Equipment	61	52	(0)	22	22	(5940.5%)
	Miscellaneous	**$247**	**$160**	**$116**	**$112**	**($4)**	**(3.8%)**
	Business Meeting/Subscriptions	27	11	9	30	21	248.2%
	Advertising	132	150	56	34	(22)	(39.1%)
	Reimbursements/Other	89	(1)	51	48	(4)	(6.9%)
	Total Non-Personnel Cost	**$133,705**	**$132,279**	**$182,552**	**$195,779**	**$13,227**	**7.2%**
Total Cost		**$143,677**	**$141,629**	**$198,156**	**$204,812**	**$6,656**	**3.4%**

Reimbursable Budget

Reimbursable projects are those unique services, programs and projects for which separate funding is provided by a jurisdiction or third-party entity. Metro is reimbursed on a dollar-for-dollar basis to provide the arranged services.

FUNDING SOURCES FOR REIMBURSABLE PROJECTS

	FY2022 Actual	FY2023 Budget	FY2024 Budget	$ Change
Federal Grant Funding				
Safety and Security Grants	$1,766	$4,767	$1,847	($2,920)
Other Sources of Funding				
Joint Development and Adjacent Construction Projects	7,043	9,675	7,319	(2,357)
Total	**$8,809**	**$14,443**	**$9,166**	**($5,277)**

Safety and Security Grants

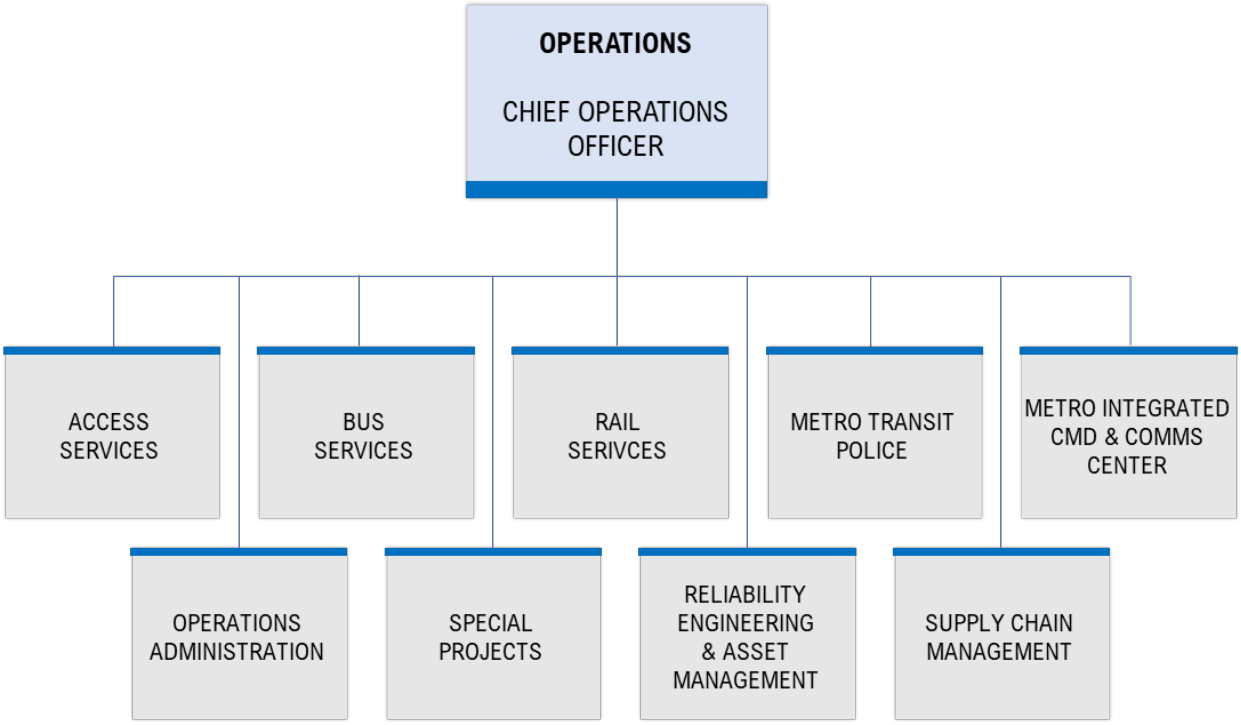
Metro was awarded an additional $4.5M under the Transit Security Grant Program (TSGP) from the Department of Homeland Security (DHS). The security grants provide funding for capital and operational security activities. The funding enhances the ability of the Metropolitan Transit Police Department to detect and deter potential attacks of international and homegrown terrorism through increased visibility, unpredictable presence, security assessments, and employee/public awareness. As Federal appropriations become available, Metro continues to pursue new funding to further enhance security activities.

Joint Development and Adjacent Construction Projects

Metro's Office of Joint Development and Adjacent Construction reviews and approves construction activities for projects adjacent to Metrorail and Metrobus property, facilities, and operational right of way to ensure that:

- Metro facilities and operations are not damaged or affected during and after the project construction
- Joint Development expenditures are reimbursed by the requesting private entity or jurisdiction. The Joint Development office performs the following activities for the entities:
  - Provides internal Authority departmental coordination with project's owner/developer/ contractor (ODC) including external agencies, jurisdictions, property owners, consultants, developers, utilities and/ or anyone who has an impact on Metro property, facilities and/or operations
  - Prepares project agreements in conjunction with Real Estate and Station Area Planning and General Counsel
  - Provides coordination/oversight for all aspects of a project including design, safety, operations, constructability, assuring compliance with Metro standards, monitoring/coordinating construction activities and acceptance of on-site installations and facilities
  - Provides oversight and acceptance for joint development and jurisdictional reimbursable projects that will ultimately be owned and operated by Metro

Operations



The Chief Operating Officer's mission is to move the region through safe, reliable, equitable and cost- effective public transportation. Operations staff operate buses and trains; maintain Metro vehicle fleets, facilities, and rail infrastructure; execute certain capital programs; and ensure a safe and secure environment for passengers and employees.

The department consists of Operations Administration, Rail Services, Bus Services, Access Services, Metro Transit Police, Metro Integrated Command & Communications Center, the Office of Budget, Planning, and Performance, and Business Process Development which includes Reliability Engineering and Asset Management, Supply Chain Management, and Facilities, Systems and Vertical Transportation.

FY2024 Business Plan

- Return all 7000-Series railcars to service
- Improve service reliability and frequency
- Improve customer experience throughout the system by optimizing the hiring and allocation of station staff
- Open and operate new Metrorail stations
- Engage as a leader in the Bus Network Redesign
- Improve employee safety and quality of facilities
- Significantly reduce fare evasion

Access Services

The Department of Access Services ensures that Metro remains in compliance with the provisions of the Americans with Disabilities Act (ADA) and other federal, state, and local laws and regulations related to providing equitable access to transportation services by people with disabilities.

Access Services is responsible for:

- Regulatory compliance with ADA and all other applicable accessibility-related laws, regulations and standards
- Accessibility planning, design review, and quality assurance for all Metro services, facilities, and equipment
- Budgeting, planning, and management of MetroAccess ADA paratransit service delivery
- Eligibility assessments for MetroAccess service and the Reduced Fare Program
- Ombudsman service for issues related to accessibility
- Accessibility Advisory Committee administrative and policy support
- Community engagement to ensure that existing and prospective customers are aware of and know how to use the full array of accessible transportation choices available to them

Access Services supports accessibility through its three offices: ADA Policy & Planning, Eligibility Certification and Outreach, and MetroAccess Service. ADA Policy & Planning ensures Metro's compliance with the ADA and all other applicable laws, regulations, and standards; interacts with operations departments to ensure that existing and future fleets and facilities continue to be both ADA compliant and optimally accessible; and engages regional organizations and policy makers to ensure that funding and resources are effectively channeled to sustain accessibility for a growing constituency. The Office of Eligibility Certification and Outreach responds directly to those customers with disabilities who approach Metro seeking accessible transportation options to navigate the region. The Office of Eligibility Certification and Outreach matches the customer with the service or product that most effectively meets the customer's needs (with an emphasis on bus and rail wherever possible, augmented by proactive community outreach and travel training functions) while conserving the highest level of assistance, for those customers whose disabilities prevent them from using bus and/or rail for at least some of their travel. MetroAccess manages the delivery of the region's paratransit service of record, MetroAccess service. MetroAccess management, contract staff, and compliance staff work in conjunction with MetroAccess contractors; service delivery, call center operations, and quality assurance, to facilitate safe, efficient, and customer friendly paratransit service

FY2024 Business Plan

- Ensure accessibility of Metro's fixed route services, facilities, equipment, and digital resources to improve the customer experience, particularly for customers with disabilities
- Ensure efficient, accurate and effective use of certification eligibility resources, aiming to reduce customer wait times for appointments and determinations and increase customer knowledge and use of available transportation options in the region
- Accurately schedule MetroAccess trips to reflect the respective fixed-route equivalent time and progressive routing
- Re-institute Real Time Traffic to the MetroAccess Fleet
- Continue growth of alternatives to MetroAccess. This provides opportunities for low-income customers to opt into discounted service as an option for low-income customers
- Continue cooperative efforts with Waymaps to bring accurate Station Wayfinding information to customers with disabilities, and all customers in general
- Establish a pilot of 20 or more customers of the Find-A-Ride feature, which delivers browser-based "where's my ride" functionality
- Complete the fleet-wide installation of Garmin GPS devices with real-time traffic, utilizing HD Radio signal

Bus Services

The Department of Bus Services is committed to ensuring safe, clean, reliable, cost effective and responsive bus service to promote regional mobility and contribute to the social, economic and environmental well-being of the communities in the Washington region.

Bus Services is the transportation provider for more than 120 million customer trips each year (pre-Covid), and handles the operation, maintenance, and scheduling of Metrobus service in the District of Columbia, Maryland, and Virginia.

Metrobus is responsible for over 1,570 buses.

FY2024 Business Plan

In support of Metro's strategic goals, the department's core services are to deliver safe, equitable and reliable transportation to the riding public; provide a safe work environment to bus employees; manage the workforce effectively; and balance departmental budgets wisely.

In FY2024, Bus Services is focused on delivering excellence to customers, empowering employees to drive bold changes and renewing and modernizing the system. In so doing, Bus Services' priorities include:

- Enhancing a proactive safety culture by implementing elements of the agency safety plan, identifying and managing risks, and promoting safety
- Improving Metrobus service quality for all riders through the Bus Network Redesign, launching this year, which will create the bus system of our future.
- Advancing on-board bus technology to improve the amount and accuracy of real-time data provided to customers
- Streamlining and improving day-to-day operations and activities at bus divisions to improve Metro's ability to provide reliable and frequent bus service for customers
- Investing in Metrobus vehicles and facilities to ensure that the fleet and facilities remain clean and in a good state of repair

Rail Services

The Rail Services department operates and maintains Metro's rail system in a safe, reliable and efficient manner 24-hours a day, seven days a week. The Rail department provides service across 130 miles of track and 98 stations, including 40 in Washington, D.C., 26 in Maryland and 32 in Virginia (all figures include Silver Line Phase 2 and Potomac Yard). Rail Services is responsible for station and train operations.

The Rail Services department is composed of the following groups:

- Rail Administration
- Rail Transportation

FY2024 Business Plan

In FY2024, Rail Services will continue its mission to move the region through safe, reliable, and cost-effective public transportation, focusing on the following priorities:

- Return 7000-Series railcars back to service
- Improve service reliability and frequency
- Enhance real-time customer communications and customer engagement
- Operate new rail stations on Silver Line Phase 2 and Potomac Yard station
- Improve station cleanliness and enhance public safety
- Work to reduce fare evasion

Metro Transit Police

The Metro Transit Police Department is responsible for the safety of Metro customers, personnel, and transit facilities throughout the 2,000 square mile Transit Zone that includes the District of Columbia, State of Maryland, and Commonwealth of Virginia.

The Metro Transit Police Department is composed of approximately 460 sworn officers, 145 security Special Police, and 90 civilian personnel and is responsible for protecting and serving Metro patrons, personnel, transit facilities, and revenue.

FY2024 Business Plan

- Reduce fare evasion
- Enhance public safety and customer engagement by hiring Crisis Intervention Specialists and training in mental health awareness and de-scalation methods
- Implement Customer Experience Liaison (CXL) outreach program to enhance staff visibility across the system

Metro Integrated Command & Communications Center

Metro Integrated Command & Communications Center safely and efficiently moves people, via our buses and trains, throughout the system 24-hours a day, seven days a week. The Metro Integrated Command & Communications Center Operations has four main functions: controlling bus and rail traffic, coordinating system information for both internal, and external stakeholders, overseeing the safety and security of the system, and managing maintenance requests.

Rail Operations Control Center: The Rail Operations Control Center safely and efficiently moves people and trains through the Metrorail system 24-hours a day, seven days a week. Its operations team has three functions: rail traffic, information, and maintenance. They are collectively responsible for providing effective control over train mainline and yard movements, station activities, mainline systems, overseeing maintenance on Metrorail infrastructure, as well as station and key customer service communications. Metrorail adjusted its service pattern, frequency, and hours to enhance safety for employees and individuals who had to travel during the pandemic.

Bus Operations Control Center: The Bus Operations Control Center monitors, directs, and manages the day-to-day operation of Bus Service with a focus on providing a reliable and safe environment. It identifies the need for responsive personnel to assist with service disruptions while committing to the safety of all customers and employees. It provides accurate, consistent, and reliable information to its internal and external customers.

Security Operations Control Center: The Security Operations Control Center is comprised of two divisions, Metro Transit Police Department Police Communications and Digital Video Evidence Unit. The Communications Division operates a full-service 24/7 police dispatch and communications center where all emergency and non-emergency calls are routed. It is responsible for answering and dispatching the appropriate police, fire, or emergency medical service personnel for calls received from Metro customers and personnel. The Communications Division is also responsible for updating and relaying information to emergency personnel via radio and the Computer Aided Dispatch (CAD) system, managing the Metro Transit Police Department Text Tip program, Metro Transit Police Department Everbridge alerts, and processing all Criminal Justice Information Systems (CJIS) queries received by Metro Transit Police Department police officers in the field. The Digital Video Evidence Unit is responsible for live monitoring of cameras and researching both criminal and non-criminal incidents and events. It assists internal customers, external law enforcement partners, and government agencies with video recovery.

Power Operation Center: The Power Operation Center team consists of highly trained Power Desk Controllers (PDC) and Power Desk Assistant Superintendents (PDAS), led by a safety focus, and maintenance driven management team. The Power Operation Center controls and executes all third rail power activities, along with providing additional power support throughout the system. The Power Operation Center monitors power room access, alarms, and the dispatching of power response crews. The Power Operation Center supports mission (Safety and Service) by aligning with and collaborating with our internal and external customers.

Car Maintenance Desk: The Car Maintenance Desk manages and maintains the vast train car inventory for the agency. Its focus is to maintain a level of readiness, in accordance with safety codes and standards, that supports safe, efficient, and reliable service. This desk manages maintenance requests from the Metro Integrated Command & Communications Center personnel and the public to address incidents and malfunctions throughout service, minimizing disruptions to customers and keeping technicians and operators safe.

Elevator and Escalator Maintenance Desk: The Elevator and Escalator Maintenance Desk manages and maintains the vertical transportation equipment inventory in WMATA facilities which move people and personnel through the system quickly, safely, and accessibly. It also supports capital improvement efforts in the agency by managing the replacement, rehabilitation, and installation of all vertical transportation equipment. This desk manages maintenance requests from Metro Integrated Command & Communications Center personnel and the public to promptly address incidents and malfunctions and keeps regular communication with stakeholders to ensure disruptions to vertical transportation have a minimal impact on the safe and accessible movement of people throughout the system.

FY2024 Business Plan

In FY2024, the Metro Integrated Command & Communications Center will continue its focus on integrating the Rail, Bus, Maintenance, Power, and Security Operations Control Centers to ensure our decision-making is inclusive, timely, and effective, enabling Metro to operate in a dynamic environment. The objective is to align our capabilities to our new strategic transformation plan, “Your Metro, the Way Forward.”

Specifically, the Metro Integrated Command & Communications Center will focus on the following actions:

- Integrate command and communications of the Rail and Bus operations, along with our Security operations, into a single world-class control center enabling efficient and reliable communication between all Metro services and an optimization of resources to address shifting needs
- Enhance system security and safety by combining our Security Control Center into the Operations Control Center and utilizing combined resources to further ensure our customers are safe within their transit system
- Implement a complete redesign of the training received by Rail Traffic Controllers (RTC) to meet the current and future needs of the system; ensuring the trainee has experience and is prepared to perform the job
- Develop and implement a new reporting dashboard for Metro Integrated Command & Communications Center Metrics to enable all stakeholders to see the status of the system and help make data-driven decisions
- Incorporate a planning and exercise team (formerly in Safety) to oversee and develop critical operations plans and exercises to support an integrated response to incidents, enhancing system safety.

Operations Administration

The Office of Operations Administration ensures Metro's internal clients are well-equipped to serve our customers, providing direct support to the Operations Department in areas of budgetary development, management and consistent accountability to improve workforce availability.

FY2024 Business Plan

- Expand the system to connect customers to the region's transportation network by identifying remaining staff needs, providing training, performance monitoring and making necessary service adjustments
- Implement higher frequency service across all modes by supporting the return of the 7000-Series rail cars
- Lead Bus Network Redesign and deliver system that provides best service possible to our customers
- Improve customer experience by optimizing real time information received by customer including better real time predictions for bus and rail services
- Increase transparency by developing more advanced public reporting and allow customers to track key performance indicators on WMATA.com

Reliability Engineering & Asset Management

The Office of Reliability Engineering Asset Management takes advantage of the many synergies and efficiencies provided by having complementary individual elements of maintenance planning, reliability, and asset management under one centralized office. The office is composed of the Reliability Centered Maintenance Planning Office and the Transit Asset Management Office

FY2024 Business Plan

- Lead the transition from paper-based maintenance records to digital forms
- Lead the program of projects to upgrade our Enterprise Asset Management System (Maximo) as well as other supporting business systems including Optram and MaxTrax
- Expand and centralize the reliability engineering and reporting function, including maintenance planning, across Operations
- Conduct Industrial Internet of Things (IIoT) pilot program on Silver Line assets
- Develop Condition Assessment methodologies and Lifecycle Management Plans for major asset classes

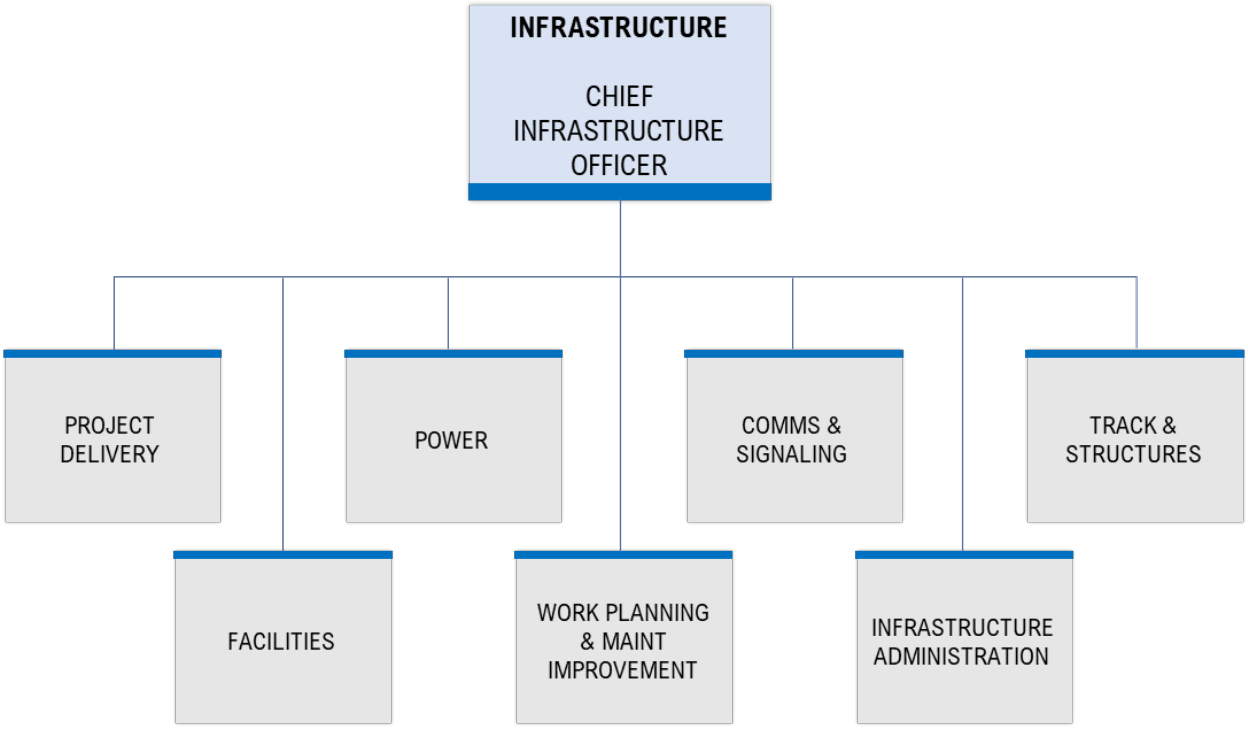
Supply Chain Management

The Office of Supply Chain Management directs the supply chain to enable safe, reliable and cost-effective transportation. It is composed of the following offices: Supply Chain Planning and Analytics; Supply Chain Contracts Management; Supply Chain Warehousing and Logistics; and Supplier Warranty and Core Management.

FY2024 Business Plan

- Modernize warehouse infrastructure, technology, and logistics; reduce inventory value by $50 million
- Partner with an external vendor to reduce supply chain costs (Vendor Managed Inventory)
- Develop a mature, data-driven culture, and enhance knowledge-sharing within Supply Chain Management and across departments

Infrastructure



The Department of Infrastructure executes the inspection, maintenance, and rehabilitation of all fixed assets throughout the Authority and delivers the Authority's capital construction program from development of implementation strategy for all approved projects through daily oversight of project execution until assets are turned over to the respective asset owner.

The Department of Infrastructure's organization structure consists of seven main divisions: Project Delivery, Power, Communications & Signaling, Track & Structures, Facilities, Work Planning & Maintenance Improvement, and Infrastructure Administration. During FY24, the Department will complete the design and implementation of an organizational realignment to focus on asset types (e.g., power) and the stages of the infrastructure life cycle (design, build, maintenance, etc.).

FY2024 Business Plan

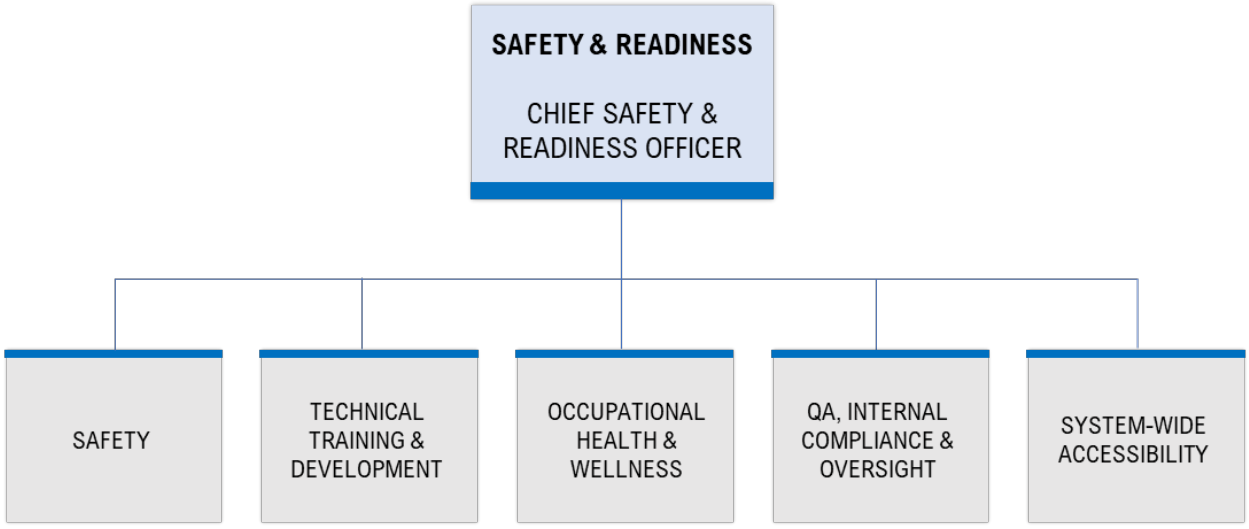
The Department of Infrastructure is focused on advancing the GM/CEO's agenda of keeping Metro safe, reliable, and affordable through the following actions.

- Complete project charters for state of good repair and safety critical projects
- Perform preliminary risk assessments of capital projects
- Support development, procurement, award, and oversight of IDIQ project/construction management and general architectural and engineering task orders for Metro departments
- Continue to refine and standardize contract language for Division 0 and 1, incentive schemes, selection criteria, track access language, and commercial terms that fairly distribute the risk to the appropriate party, and unit price schedule (UPS) alignment with bid documents, ICE and cost estimates
- Conduct market research to maximize competition on procurements and to float progressive bidding concepts that may aid bidders and reduce risk to WMATA during the procurement process
- Track cost data throughout a project's life cycle to ensure transparency and accountability against baseline data from executed charters through project implementation at critical milestones
- Strategically leverage construction access planning to ensure safe worksites, efficient execution, and proactively work to limit overuse of access locations. Consider dedicated Authorized Construction Site (ACS) as appropriate
- Support Metro's DBE goal achievement of 25% participation by identifying small business opportunities and construction implementation plans that enable optimal participation

- As part of Metro's Clean Sweep initiative, deep-clean all Metrorail stations and repaint or repair as needed for a safer and more enjoyable customer experience
- Continue supporting extensive capital elevator and escalator replacement and rehab contracts, through completion, and provide input to the capital program to ensure strategic investments
- Continue optimizing condition and availability for assets including elevators/escalators, fare gates, and fare vending machines
- Continue construction of phase 4 escalator canopies contract, to include the remaining nine station entrance escalator canopies at Judiciary Sq North, Arlington Cemetery, Smithsonian North, Archives, U St East, Tenleytown-AU, Capitol South and Potomac Ave, and stairs at Bethesda, Judiciary Sq North, and College Park-U of Md Metrorail stations
- Continue designs for Traction Power and A/C Power gear replacements on all lines in accordance with prioritization
- Complete designs for next air handling unit locations, systemwide tunnel chilled water pipes, and chillers throughout the system
- Continue construction for the rebuild and replacement of Northern and Bladensburg bus facilities
- Heavy Repair and Overhaul Facility to complete demolition
- Complete the construction of new Potomac Yard Station and bring the station into service
- Commence relocation of Union Station Entrance
- Continue construction for next phase of edge lighting installation and commence above ground site lighting for stations
- Complete L-Line Tunnel and Bridge Rehabilitation project
- Continue rehabilitation of drainage pump systems
- Complete rehabilitation of the tunnel ventilation upgrades pilot project
- Complete Structural Package A rehabilitation of D&G Connector, Grosvenor-Strathmore Aerial, and various segmental and pedestrian bridges
- Commence construction of Package B structural rehabilitation of 21 bridges
- Award and commence installation of next phase of Tunnel Smoke Detection System at 42 Fan and Vent shafts
- Working on designs for more maintenance friendly chemical detection systems for bus garages
- Continue installation of electronic safety and security upgrades (such as CCTV, access control, intrusion detection, fire alarms, public address, and intercom) across rail stations, bus stations, and other Metro facilities
- Continue repair and replacement of Roofs program
- Continue rehabilitation of parking garages
- Continue rehabilitation of surface parking lots
- Continue installation of pneumatic logic control (PLC) panel boxes
- Continue AC Switchgear replacement
- Continue UPS replacements at passenger stations, yards, and traction power locations
- Continue replacement and installation of cable and traction power system for rail car efficiency upgrades under Traction Power State of Good Repair contract
- Continue Tunnel Leak mitigation on A and B line
- Support a successful transition to operation of Silver Line Phase 2, including asset testing, acceptance, and maintenance planning
- Construction and closeout of Silver Line Phase 2 ATC Training Lab
- In support of the Train Control Room Renewal Program: Track Circuit design on Blue, Red, Green, and Yellow lines; manufacturing of equipment for the Blue, Red, and Green lines; construction for the Blue Line; Design and Procurement for Remote Terminal Units (RTUs); Design for Modbus Embedded RTU Communications Server (MERCs)
- Final cutover and closeout of copper to fiber installation at Rhode Island Ave to Takoma Metrorail stations
- Testing and implementation of Automatic Train Operation (ATO) during rush hour on Blue, Yellow, Orange, Silver and Green lines
- Construction and closeout for the cable trough and switch machine replacement project at West Falls Church Rail Yard

- Award contract and begin construction on Contract 1 (C, D, G, J and K lines) of the systemwide Emergency Trip Station (ETS) replacement
- Completion of a systemwide structural switch machine assessment
- Installation and closeout of switch machine pilot
- Completion of ATC Inventory Control and Asset Records Assessment
- Begin train control room revitalization assessment
- Begin operational rationalization study on system interlockings
- Complete upgrade of fiber connectivity and train control processors between Shady Grove station and Shady Grove yard
- Complete traction power load flow study for Communications Based Train Control (CBTC) train separation
- Conduct axle counter pilot
- Continue pilot of snowmelter technology for future construction project
- Coordinate the Department of Infrastructure Board actions
- Manage the Department of Infrastructure operating budget and continue to audit charging practices for improvement
- Launch an improved intern and entry-level recruitment strategy to build strong talent pipelines
- Support Infrastructure departments in matters related the Authority's human capital process and procedures

Safety & Readiness



The Department of Safety & Readiness ensures Metrobus, Metrorail, MetroAccess and Metro's facilities are operationally safe and environmentally sound for all employees, customers and surrounding communities, as well as occupational health and internal regulatory safety. The overall goal is zero accidents, injuries and fatalities.

Safety & Readiness, in collaboration with all other departments, promotes Metro's safety culture throughout the organization, from the Board of Directors to every employee regardless of position or location. Safety & Readiness is responsible for the management and compliance of policies and procedures in the following areas:

- System safety training
- Hazard identification and mitigation
- Incident and accident investigation
- Emergency preparedness
- Safety and security certification
- Oversight of construction safety
- Occupational safety and health
- Environmental management and compliance
- Quality business practices for Metro's overall quality, efficiency, reliability, and safety
- All-inclusive operational and safety training
- Accessibility standards to improve customer and workplace safety

Safety & Readiness is organized into five offices:

- The Safety Office leads the strategic implementation of a safety management system (SMS), a systematic way to continuously identify and monitor hazards and control risks while maintaining assurance that these risk controls are effective. Safety's main responsibilities include Safety Risk Management; Environmental Management and Compliance; and Safety Certification and Engineering; Safety Policy and Promotion, Emergency Preparedness; and Safety Assurance, which includes Safety Data Analytics, Safety Investigations, and Operations Safety Oversight.
- The Office of Occupational Health and Wellness provides occupational health services (clinical, drug and alcohol, etc.) to employees and prospective employees, as well as employee support programs to current employees to include health and wellness offerings, lactation support, and reasonable accommodations in compliance with Title I of the Americans with Disabilities Act (ADA).
- The Office of Quality Assurance, Internal Compliance & Oversight is responsible for the management of Metro's Policy Instruction (P/I) Manual and leads the development and implementation of Metro's Quality Management System Plan (QMSP). The department manages a system of quality internal controls to elevate Metro's overall quality, efficiency, reliability, and safety through unbiased internal reviews and assessments of service delivery, new railcar commissioning, engineering & maintenance, capital program management and safety functions. coordinates and oversees the closure of corrective/preventive actions that address regulatory safety recommendations and required actions.

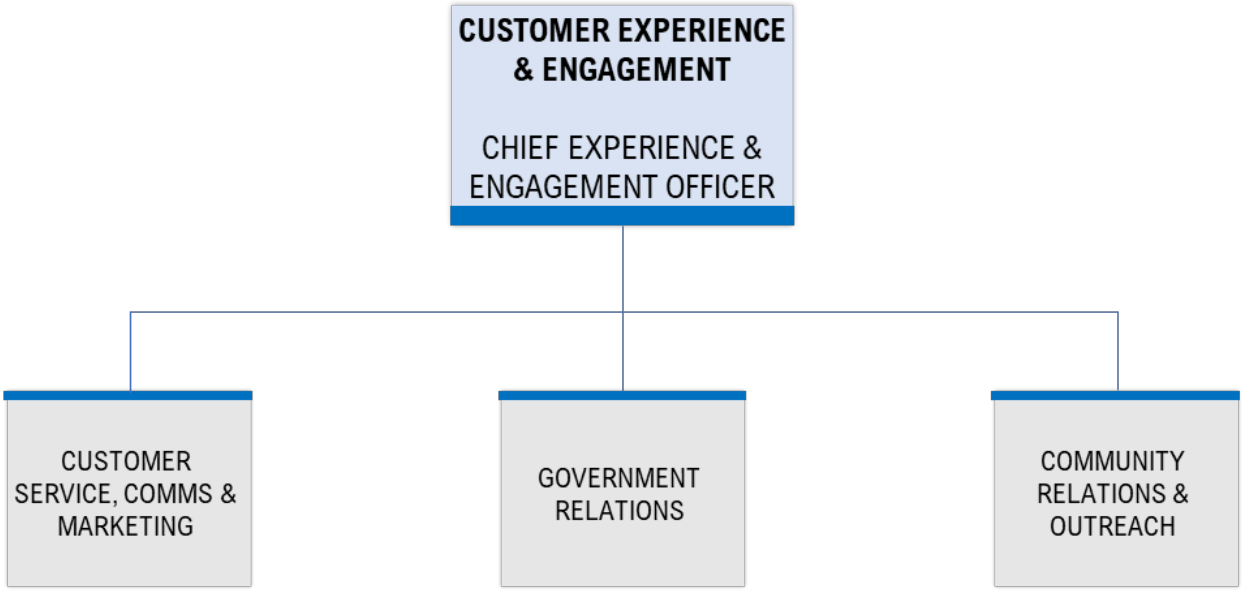
- The recently-created Office of Technical Training & Development was formed to address operational readiness by centralizing and streamlining operational and safety training and certifications across the organization.
- The newly-formed Office of System-Wide Accessibility will establish enhanced accessibility standards to improve customer and workplace safety by consolidating all accessibility related roles.

FY2024 Business Plan

Major initiatives in the FY2024 budget include:

- Continue the establishment of the Technical Training & Development Office and the System-Wide Accessibility Office
- Strengthening Metro's safety culture and continue to communicate safety as a Core Value to all WMATA employees and customers
- Formalize the Safety Risk Management processes throughout WMATA departments
- Enhancement of Metro's Voluntary Safety Reporting Program
- Incorporate/advance data-driven assessment for safety risk management
- Conduct quality assurance, internal reviews and risk-based assessments of service delivery, new railcar commissioning, engineering and maintenance and capital program management inclusive of safety-oriented internal business functions
- Implement the QMSP framework to ensure quality standards are met and risk is managed consistently and effectively
- Improve processes and tools for the central tracking and monitoring of corrective action plans as part of the strategic implementation of the Governance Risk and Compliance technology solution (RSA Archer) to improve collaboration through centralization, organization, and management of governance, risk and compliance information and processes.
- Support the implementation of the Safety Risk Management component of Metro's Public Transit Agency Safety Plan - a Federal Transit Administration requirement for all Rail Transit Agencies under 49 CFR 673
- Manage the P/I creation and revision process to assure updates occur on-time, document quality standards are met, stakeholder review is recorded, proper approval is obtained and approved P/Is are available organization-wide
- Collaborate with departments and offices to strengthen internal controls, identify key business process areas for improvement, and improve data integrity to mitigate and close corrective/preventive actions in response to federal oversight inquiries and external auditors
- Manage the enterprise online digital glossary tool that maintains Metro business terminology to ensure continuity in usage and definition throughout Metro
- Develop a strategy to contribute to the overall health and wellness of Metro's employees and support the GM's vision to be the employer of choice
- Initiate the implementation of an Electronic Health Records System, which is a multi-year project to efficiently monitor the health of employees
- Centralize and streamline operational and safety training and certifications across the organization
- Establish and consolidate accessibility standards and roles to improve customer and workplace safety

Customer Experience & Engagement



The Department of Customer Experience & Engagement is responsible for initiatives to enhance the experience of bus, rail, and paratransit customers. Working collaboratively with other departments, this team develops strategies, processes, and programs to resolve customer pain points, as well as to define what customers value – and how to determine the differentiating experience to be delivered around customer satisfaction. Through collaborative partnerships across the organization, this team develops messages, metrics, tracking, reinforcements, recommendations for recognition, and driving the customer-centric culture change forward. The Department includes three functional divisions: Customer Service, Communications and Marketing, Government Relations, and Community Relations & Outreach. Together, this team is charged with building and maintaining strong relationships with Metro's stakeholders, partners, and customers to include regional elected officials, business and community groups, and the Board of Directors. Key priorities include:

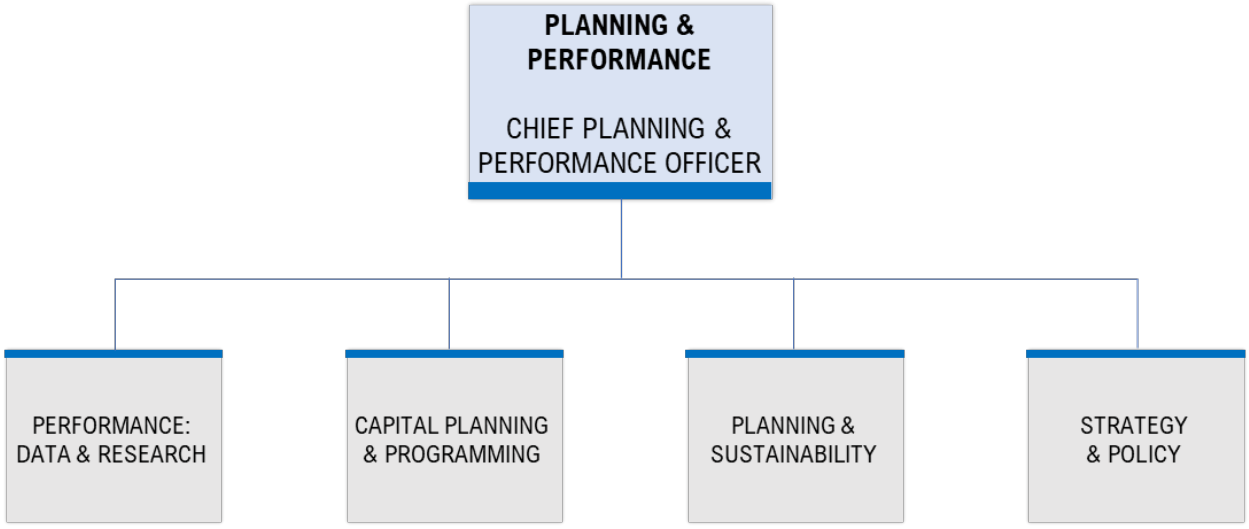
- Work with jurisdictions and Congress to ensure needed operating and capital funding support
- Engage stakeholders in support of Metro's business goals and objectives, as well as coordinate with federal agencies and safety oversight organizations
- Improve customer experience and public confidence through public information campaigns, customer surveys, media relations, and multimedia outreach channels

FY2024 Business Plan

- In FY2024, Experience & Engagement will continue to integrate the efforts of several functional areas to further develop and enhance its comprehensive program to strengthen Metro's brand. Key enhancements include:
- Build ridership through promotion and marketing of service, assuring safety, reaching customers at the community level and engaging major employers
- Launch, build awareness and attract new customers to the Silver Line and Potomac Yard with integrated Experience & Engagement's plans that leverage opening events and follow up with targeted strategies
- Support development and implementation of the Strategic Transformation Plan through community outreach, and engaging business groups and elected officials, current and potential customers, advocacy and support groups
- Build community, local level trust by establishing and launching a community relations program
- Improve immediate customer service communications through the implementation of the consolidated control center
- Expand digital and social media engagement to engage and inform more Metro customers on initiatives that support growing advocacy for transit and ridership

- Ensure a smooth consolidation of the SmartBenefits® customer support operation within Metro's Customer Service Center
- Lead customer communication, jurisdiction collaboration and stakeholder involvement in support of the expanded capital program, including the rehabilitation of Metrobus facilities and Metrorail stations, and the modernization of the Metrorail train control system
- Support Better Bus initiative through innovative and inclusive public engagement that collects feedback from the entire multi-jurisdiction service area, and fulfills Metro's commitment to engaging diverse and historically underserved communities
- Continue to build trust among elected officials and other key stakeholders to invest in Metro by highlighting Metro's progress (fiscal stewardship, internal morale, and safety improvement)
- Build a collaborative Board-management relationship to achieve business goals and ensure effective policymaking
- Support Diversity, Equity and Inclusion and Sustainability initiatives

Planning & Performance Management



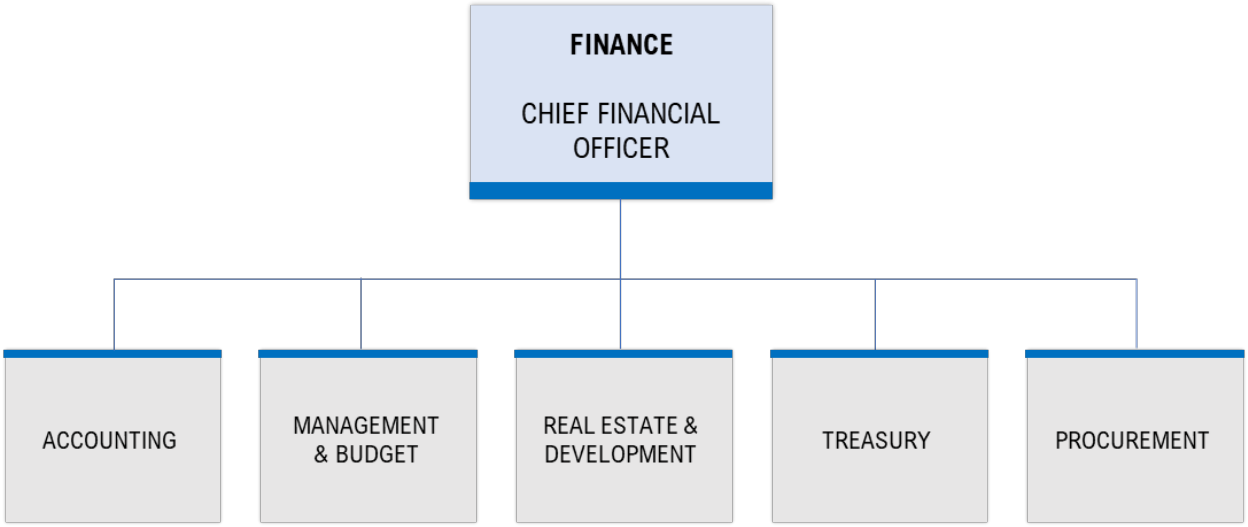
The Department of Planning and Performance Management drives Metro's strategy; plans new and on-going programs and projects; and measures Metro's success at delivering against those plans. Capital planning and programming builds and oversees Metro's prioritized capital program while the performance: data and research office plans service delivery and measures operational and capital performance against planned services and investments, providing accountability for results. Planning and sustainability develops transformational ideas and injects the value of environmental sustainability into Metro's programs and projects. Strategy and policy develops long range and overarching visions for the Authority while also assisting in the tactical implementation of those goals. The programs and projects delivered by Metro advance the customer experience, state of good repair, service reliability and financial stability. Planning and performance establishes the framework and plan for the investment of federal and jurisdictional funding and debt proceeds while using innovation to optimize operations and overseeing and reporting on the results of those investments.

FY2024 Business Plan

Performance and planning's business plan will help Metro progress towards its strategic goals and implement the GM/CEO's priorities with a specific focus on the following:

- Drive transformation of Metro's business and operations by sponsoring and progressing delivery of initiatives that improve safety, state of good repair, efficiency and cost-effectiveness, customer service, and sustainability
- Formulate Metro's capital budget and lead capital reporting, including developing and reporting on capital project and program outcome metrics
- Improve capital planning and programming practices, maintain capacity to plan and execute an expanded capital program and execute priority projects, and fund priority, emergent, and emergency capital needs
- Make Metro more sustainable, resilient and fiscally responsible by driving programs and partnerships that foster social wellbeing, racial and social equity, economic prosperity, and environmental stewardship
- Drive the Energy Action Plan implementation, zero-emissions fleet strategy, and waste management program, and initiate the incorporation of resiliency into strategic planning efforts
- Facilitate delivery of the Better Bus: Network Redesign initiative
- Deliver system, service and fare optimization recommendations based on data and analysis for rail, bus, and paratransit, including identifying necessary rail flexibility, reliability and service station capacity investment
- Deliver timely and accessible performance reports in coordination and collaboration with teams that deliver service and execute capital programs
- Plan effective and efficient service for Metrobus and Metrorail customers

Finance



The Department of Finance ensures WMATA's fiscal integrity through budget development and management; financial planning, reporting and analysis; resource management and allocation; cash flow and investment management; compliance with accounting standards and regulatory requirements; quality procurement and mitigating the organization's risk.

Finance aligns its fiscal responsibility with WMATA's vision to move the region forward through safe, reliable, and equitable public transportation, improved service and enhanced customer experience.

The department comprises the Offices of Management and Budget, Accounting, Real Estate and Development, Treasury and Procurement. Management and Budget formulates the annual operating and capital budget, conducts long-range financial planning and reporting, and revenue management. Accounting manages payroll operations, accounts payable and receivables, asset management and the annual financial statements and single audits. Real Estate and Development optimizes the authority's real estate and parking portfolios. Treasury is responsible for risk management, revenue collection, liquidity management, corporate investments, debt management and fare media sales and distribution. Procurement manages Authority-wide acquisition services.

FY2024 Business Plan

Finance will continue to manage WMATA's financial capacity and maintain its fiscal integrity through accountable and transparent reporting, innovative initiatives, and programs that advance equity, ensure efficiency, and enhance customer experience. The following key areas of focus will directly support WMATA's focus on safe, reliable, and affordable service, increase stakeholder confidence, and drive regional economic vitality.

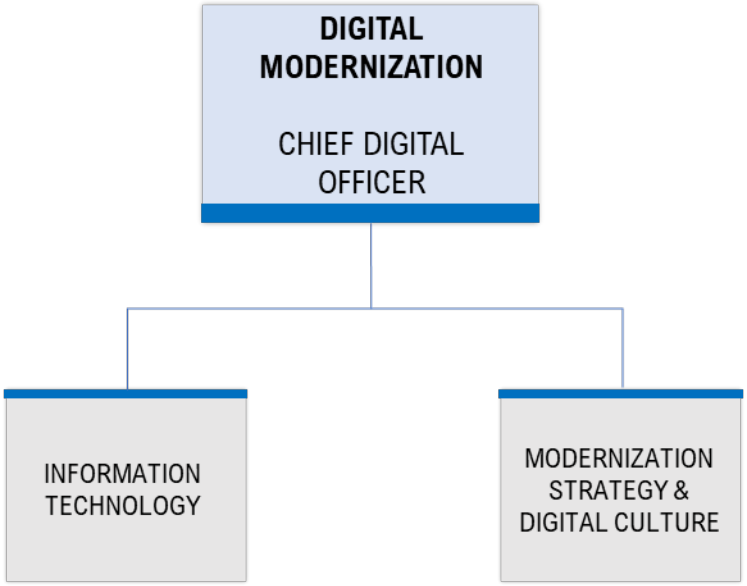
Key areas of focus will include:

- Effective budget management and enhanced reporting on the allocation and results of investments and budget performance
- Accurate, timely and reliable financial management and reporting by obtaining unmodified (clean) financial statement and single audit opinions
- Initiatives and system enhancements encouraging customers' return to public transit and support throughout all phases of their journey
- Closing and redevelopment of WMATA's former Jackson Graham Building (JGB) headquarters, generating significant revenue for WMATA
- Successfully operate three new WMATA-owned office buildings that reduce WMATA's operational costs long term
- Generate new revenue and ridership through accelerating joint development projects as identified in the Ten-Year Strategic Plan for Joint Development, which set a goal of 20 new joint development agreements (JDAs) by 2032
- Optimize revenues through effective management of parking and other real estate assets
- Leveraging dedicated funding revenues via capital market opportunities to maximize capital plan progress
- Utilize short and long-term debt instruments including TIFIA, lines of credit and direct purchase

borrowings to complement and increase efficiencies as needed to bridge funding gaps

- Continue the implementation of the Category Management Operating Model. This framework ensures consistent practices throughout WMATA for all acquisition practices
- Continue to implement WMATA's Small and Local Business Utilization Programs to include training and outreach events. Strengthen partnerships with the small and minority vendor community by implementing a new socio-economic program funded with local funds

Digital Modernization

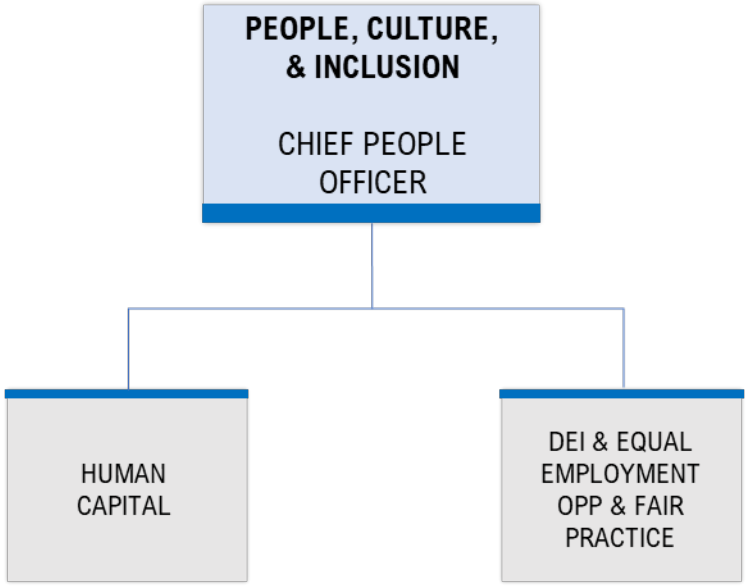


The Department of Digital Modernization supports all operating components of Metro by providing administrative, technical and operational solutions.

FY2024 Business Plan

- Complete the implementation of the Information Technology Infrastructure Library (ITIL) model to ensure best practices and processes for the delivery of Digital Modernization IT services to internal and external customers
- Safeguard WMATA data and network access. The implementation of a risk-based framework will continue in FY2024 ensuring all Metro information technology systems are secure and monitored to avoid intrusion, improving data protection and management
- Drive Digital optimization for business and transit systems, including better interoperability and data sharing
- Incorporate Enterprise Architecture industry standards to ensure the maintainability, affordability, scalability and performance of all digital assets and infrastructure
- Continue to migrate to the cloud to enable WMATA to scale, maintain flexibility, and focus efforts on core transit and business operations and not manage complex IT infrastructure
- Continue the ERP replacement to migrate financial and human capital management systems to a modern platform with efficient, effective transaction processing, integration and reporting and analytics
- Rationalize IT portfolio to reduce duplicative capabilities, streamline and optimize WMATA's IT environment and realize cost savings
- Strengthen cyber security applications, systems and infrastructure services; partner with organizations to enhance cyber capabilities
- Ensure technology investments include data integration to drive informed decision making
- Initiate the implementation of an Electronic Health Records System. This multi-year project will enable the Authority to efficiently monitor the health of its employees
- Identify and implement a new Applicant Tracking System to improve the overall onboarding process for the talent WMATA is striving to recruit. The identified system will be leveraged to enhance recruiter performance, applicant experience and overall hiring compliance while driving recruitment effectiveness and efficiency
- Complete the implementation of the new Pension Administration for the defined benefit plans
- Continue the implementation of a Grievance Management system to streamline its complaint process and investigate complaints of discrimination more effectively and efficiently

People, Culture, & Inclusion



The Department of People, Culture, & Inclusion consists of Human Capital, Fair Practices and the Office of Diversity, Equity and Inclusion.

The People, Culture, & Inclusion department supports all operating components of Metro by providing administrative and operational solutions. The People, Culture, & Inclusion department manages unionized employment matters and supports employee relations and labor relations groups with continued focus on Total Rewards. The department is responsible for sourcing and supporting the selection of highly qualified talent, delivering customer-friendly onboarding, implementation of employee performance management programs, employee development and training opportunities, and promoting an engaged, diverse and inclusive organization free from discrimination. People, Culture, & Inclusion is focused on business innovation through organizational transformation and integrating strategic priorities across functions with the goal of establishing a culture of high performance at all levels of the organization.

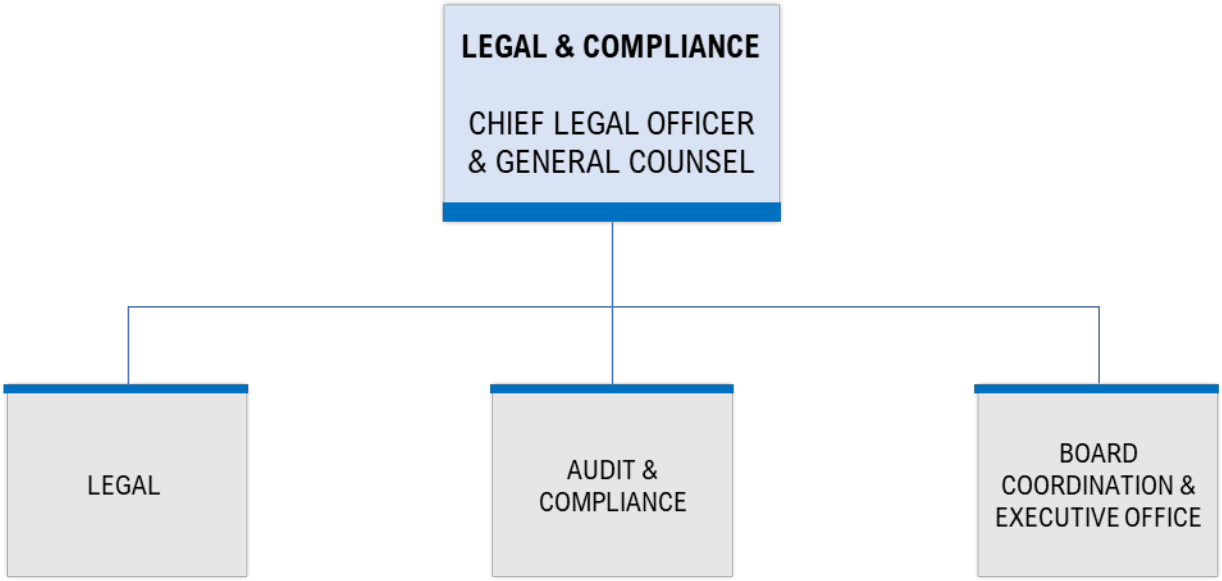
FY2024 Business Plan

- Continue providing advice and counselling to managers with represented employees on labor, contract and policy issues, and assisting employees to resolve issues within the workplace
- Identify and implement a new Applicant Tracking System to improve the overall onboarding process for the talent WMATA is striving to recruit. The identified system will be leveraged to enhance recruiter performance, applicant experience and overall hiring compliance while driving recruitment effectiveness and efficiency
- Complete the contract negotiations for the Local 2 and Local 639 Unions with minimum disruption to the organizations
- Continue the strategic sourcing and recruiting capacity by engaging a Recruitment Process Outsourcing (RPO) vendor to support high volume, pipeline and other recruitment efforts related to key projects and initiatives
- Staff key positions within the newly created Chief Diversity Office to include Chief Diversity Officer, the Workforce Diversity, Equity and Inclusion team, and the Transit Equity Group
- Continue the development and implementation of a Workforce Planning and Forecasting Model and develop a Strategic Workforce and Succession Planning and Career Pathing for WMATA, that enables the organization to make well-informed, efficient, and cost-effective decisions about future workforce requirements
- Develop and implement a Metro Talent Plan and Program for WMATA that ensures we retain top talent, high performers and high potential employees
- Continue to develop leaders throughout the organization with capabilities and behaviors aligned to Metro's Leadership Framework to support

continuous improvement and customer engagement

- Complete the implementation of the new Pension Administration for the defined benefit plans
- Continue the implementation of a Grievance Management system to streamline its complaint process and investigate complaints of discrimination more effectively and efficiently

Legal & Compliance



The Department of Legal & Compliance is responsible for all legal affairs of Metro and provides high-quality legal advice and counsel to the Board of Directors, executive management, and all Metro departments and offices. The Audit & Compliance division of the department is responsible for conducting internal audits, reviews, and assessments of Metro's internal controls and business processes to help Metro more effectively manage risks.

FY2024 Business Plan

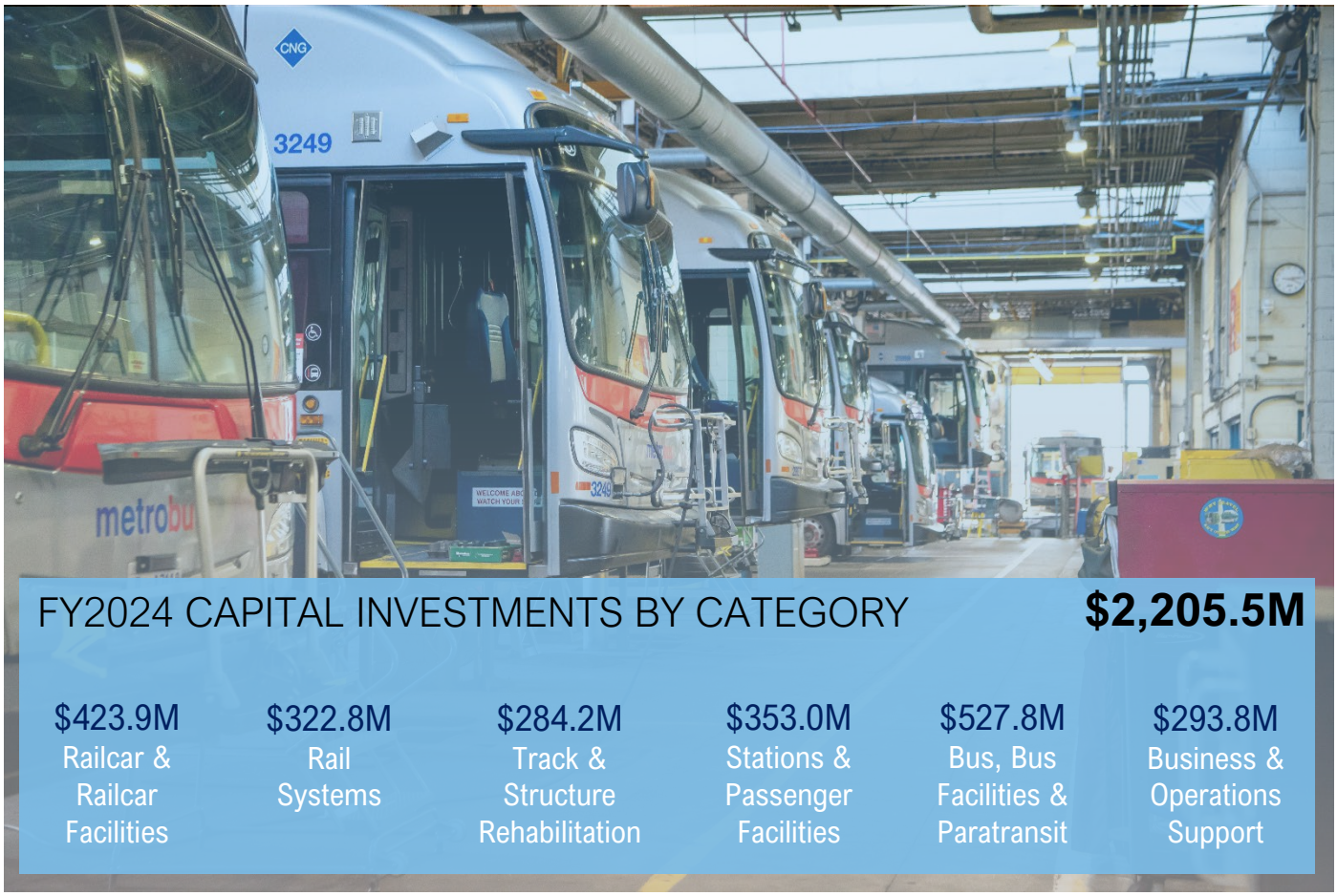
Advocate for the maximum protection of Metro's legal rights:

- Defend Metro in all disputes and litigation, including providing legal advice and counsel to all Metro departments and offices to mitigate risk
- Provide legal advice and counsel to obtain jurisdictional and federal funding and debt financing, including jurisdictional operating and capital contributions
- Provide legal support to facilitate delivery of capital projects
- Provide legal support for Silver Line Phase 2
- Provide legal support for safety oversight and safety regulatory matters
- Provide legal support for WMATA's Equity Working Group that is exploring and developing transportation equity policies
- Work collaboratively with all departments to support and implement Metro's strategic plan

Facilitate the effective management of risk:

- Conduct audits under the Internal Audit Plan
- Conduct special reviews and risk assessments as necessary and appropriate in support of Metro's mission, including but not limited to capital programs and related projects
- Implement the Enterprise Risk Management framework and the integrated risk management technology solution
- Coordinate and oversee the development and closure of corrective action plans issued by the Audit & Compliance division, Metro's Office of Inspector General, or by agencies such as the Federal Transit Administration (FTA), Government Accountability Office (GAO) or Washington Metrorail Safety Commission (WMSC).

Chapter 4 – Capital Budget



Overview

The $2.4 billion FY2024 Capital Budget and the $14.4 billion total FY2024-2029 CIP, which includes debt service and revenue loss from capital projects, focuses Metro's capital investments on safety, state of good repair, and reliability of Metrorail, Metrobus, and MetroAccess assets.

Highlights of the budget include:

- Investments in Northern and Bladensburg to enable them to run electric vehicles
- Replacement of bus divisions at Northern and Bladensburg, and land acquisition for Western
- Lifecycle replacement of bus and paratransit vehicles
- 8000-Series railcar acquisition
- Railcar Heavy Repair & Overhaul Facility
- Development of Blue, Orange, and Silver rail line corridor improvements

Additional information regarding WMATA's 10-Year Capital Needs can be found on-line at: www.wmata.com/initiatives/capital-improvement-program

Capital Investment Strategy

Metro's Value to the Region and the Need for Capital Investment

The Washington Metropolitan Area Transit Authority (Metro) system is the public transportation backbone of the National Capital Region, connecting residents and visitors across the region to jobs, housing, food, education, healthcare, essential services, opportunities, and entertainment. The system supports the

sustainability, livability, and the economy of the region, protects the environment and helps advance racial and social equity in our community. Metro also plays a critical role in supporting the federal government.

The Metro system is the result of substantial regional and federal infrastructure investment. Continued capital investment is vital to provide safe and efficient service to customers that depend on Metro. Through the Capital Improvement Program (CIP), Metro advances capital projects and programs to restore, sustain and modernize the system.

The foundation of the CIP is the organization's top priorities that include commitment to customers, safety, service reliability and financial responsibility. Metro is in the process of working with the Board of Directors and stakeholders to develop a new five-year strategic transformation plan that will guide Metro and the CIP going forward.

Capital Strategy

Metro's Capital Strategy is to:

- Invest in the system to modernize and provide safe, efficient, and reliable service for customers, employees, and the region
- Address the backlog of overdue state of good repair needs
- Sustain safety and reliability through recurring maintenance, rehabilitation, and replacement programs
- Maintain financial stewardship
- Support a sustainable and more equitable future for the region

Capital Investment Priorities - Safety and Reliability

Metro's capital program is focused on providing safe and reliable service while maintaining the system in a state of good repair.

After decades of deferred maintenance and underinvestment, Metro accumulated a significant backlog of overdue safety and state of good repair needs. Capital investments implemented over the last several years such as track rehabilitation, replacement of legacy vehicles and equipment, and the Platform Improvement Program have successfully reduced the backlog, improved performance and reliability and have started to address the impact of years of underinvestment.

Even with this notable effort, Metro has more work to do to continue the progress we have made in addition to catching up on overdue state of good repair needs including the rehabilitation and replacement of bridges, power upgrades, signal and communications systems, and facilities. At the same time, Metro is focused on sustaining safety and state of good repair of all system assets through recurring lifecycle maintenance, rehabilitation, and replacement.

In addition to the safety and reliability priorities, Metro considers other key factors in the development of the CIP, including equity, sustainability, resiliency, improvements to the customer experience, regulatory findings and corrective action plans, modernization and efficiency, emerging technology, project readiness, and jurisdiction-sponsored improvements.

Financial Stewardship

- Metro is committed to responsible stewardship of federal, state, and local capital investments that have enabled the progress made over the past six years. Following through on that commitment, Metro continues to improve:
- A structured process for capital planning, prioritization, and decision-making
- Capital program website and frequent progress updates
- Detailed and timely capital program financial reporting for funding partners

Capital Program Performance

Metro is developing a performance outcome measures program to assess the impacts of capital investments related to:

- Safety, security, and reliability
- Customer and employee experience
- Community, equity and sustainability
- Operational capacity and efficiency
- Financial stewardship

Capital Improvement Program Highlights

Metro's proposed $14.4 billion FY2024-FY2029 CIP and $2.4 billion FY2024 Capital Budget focus on service reliability, safety, security, and state of good repair of MetroAccess, Metrobus, and Metrorail and the facilities, infrastructure, and systems that support our transit network. Highlights of priority CIP investments to restore, modernize, and sustain the system include:

Metrorail

- Rehabilitation of Bridges & Aerial Structures
- Tunnel Rehabilitation and Water Mitigation
- Rehabilitation of Train Control Equipment & Planning for the Next-Generation Signal System

- Rehabilitation & Upgrade of Rail Power Systems
- Replacement & Upgrade of Communications Systems – Including Radio Infrastructure & Equipment
- Track Rehabilitation & Maintenance
- Ventilation Improvements – Red Line Pilot
- 8000 Series Railcar Acquisition
- Railcar Rehabilitation & Maintenance
- Railcar Heavy Repair & Overhaul Facility
- Replacement & Rehabilitation of Elevators & Escalators
- Deployment of Mobile Fare Payment & Replacement of Faregates

Metrobus

- Bus Vehicle Replacement and Rehabilitation
- Replacement of Bus Divisions at Northern & Bladensburg & Land Acquisition for Western
- Investments in Northern & Bladensburg to enable them to run 100% electric vehicles
- Zero-Emission Bus Program Deployment
- Bus Customer Facility Improvements – Bus Shelters, Transit Centers and Customer Information Displays
- Roadway and Signal Improvements for Bus Priority (with jurisdictions)
- Replacement of Bus Fareboxes

MetroAccess

- Lifecycle Replacement of Paratransit Vehicles

Operations and Business Support

Priority investments to restore, modernize and sustain support functions include:

- Consolidated Office Buildings in the District of Columbia, Maryland, and Virginia
- Facility Roof Replacement
- Information Technology Hardware & Software Replacement, System Preservation
- Cyber Security Improvements
- Replacement Data Center
- Financial System Replacement

Metro's CIP is grouped into six major investment categories: Railcars and Railcar Facilities; Rail Systems; Track & Structures; Stations & Passenger Facilities; Bus, Bus Facilities & Paratransit; and Business & Operations Support. Detailed CIP project and program information is found in Appendix D..

FINANCIAL PLAN BY INVESTMENT CATEGORY

(Dollars in Millions)	FY2024 Budget	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2028 Plan	FY2029 Plan	6-Year Total
Railcar & Railcar Facilities	$423.9	$472.0	$517.5	$560.9	$469.2	$370.9	$2,814.4
Rail Systems	322.8	403.5	329.2	226.3	151.0	163.2	1,596.0
Track & Structures Rehabilitation	284.2	344.0	271.2	279.8	303.5	313.0	1,795.8
Stations & Passenger Facilities	353.0	427.5	340.0	260.1	249.1	246.1	1,875.9
Bus, Bus Facilities & Paratransit	527.8	432.7	394.2	461.4	465.0	502.5	2,783.6
Business & Operations Support	293.8	332.3	223.7	217.3	231.1	248.7	1,546.8
Total	**$2,205.5**	**$2,412.0**	**$2,075.8**	**$2,005.8**	**$1,868.9**	**$1,844.4**	**$12,412.4**
Revenue Loss from Capital Projects	$10.0	$10.0	$10.0	$10.0	$10.0	$10.0	$60.0
Debt Service - Dedicated Funding[1]	172.9	246.9	301.0	351.9	396.9	442.5	1,912.1
Total Capital Program Cost	**$2,388.4**	**$2,668.8**	**$2,386.8**	**$2,367.8**	**$2,275.8**	**$2,296.9**	**$14,384.5**

1. Projections subject to change based on actual debt requirements and terms of future debt issuance

Capital Program Development

Capital Planning and Program Development

Metro's capital program includes a 10-year Capital Plan, a Six-Year Capital Improvement Program (CIP), and an annual Capital Budget. Collectively these form the framework for the development, evaluation, strategic alignment and delivery of capital investments.

To ensure critical capital needs are addressed and that capital funding is invested wisely, Metro is establishing and improving a structured and centralized approach to identify, develop, evaluate, align, select, and approve capital investments to advance through the capital program.

Metro's capital program development process begins each year with a review and update of current and ongoing projects and programs as well as known potential investments still in development. Management then works with internal operations, maintenance, and business support leads as well as oversight entities and the jurisdictions to identify potential investment needs that might have emerged since the last program cycle.

For significant new and emerging needs, Metro is implementing a structured approach to develop and evaluate potential major capital investments. This approach includes:

- An objective assessment of the need
- An evaluation of alternatives and development of business cases to assess financial impacts and customer and public benefits of a potential investment
- Development of project implementation plans and charters to select a delivery strategy, establish project scopes, schedules and budgets, and assess risks and readiness before a major project
- Aligning potential capital investments to measurable strategic objectives, expected outcomes and key performance indicators
- Metro's CIP and 10-Year Capital Plan rely on the best available information at the time of development and are updated annually.

Annual Capital Expenditure Budget

In accordance with Article VIII, paragraph 26 of Metro's Compact, the Board adopts an annual Capital Budget. This budget identifies capital investments by category that are expected to commence or continue during the budget period. The budget also includes the anticipated funding sources for the upcoming year.

Metro's capital program and annual budget are managed on an expenditure basis – program and project costs, including costs for programs and projects that will occur over multiple fiscal years, are budgeted and planned in the fiscal year that they are forecasted to be expended. Metro's fiscal year begins on July 1 and ends on June 30.

Metro's CIP and Capital Budget include estimated costs for capital expenditures to procure or construct fixed assets, or to improve and extend the useful life of an existing fixed asset. The CIP and Capital Budget also include estimated costs for planning, program management, and certain preventive maintenance costs.

The Metro Board of Directors has delegated authority to the GM/CEO to move capital budget and funding between programs, projects, and investment categories to adjust for changed schedules and to address emergency or unanticipated needs.

Annual Schedule

Metro's 10-year Capital Plan, Six-Year CIP, and Capital Budget are formally updated annually through the budget process. The process begins each spring and summer with the development of a preliminary proposal for Metro's Senior Executive Team's consideration. The GM/CEO then presents the proposed CIP to the Board of Directors in the fall of each year.

The Board authorizes a public hearing on the budget and Metro initiates a public input process. The Board considers the proposal and typically adopts the six-year CIP and Capital Budget in March or April each year. Adoption of the Capital Budget by March allows Metro to start the process to apply for FTA grants before the beginning of the fiscal year.

Interns on a Platform Project site visit and tour

Capital Program Funding Sources

Metro's CIP is primarily funded by contributions from the region and federal grant programs. Current regional and federal funding sources are for restoring and sustaining safety, security, reliability and state of good repair. The table below details the FY2024 funding plan and six-year funding outlook.

Federal Grant Programs

Metro receives federal formula grant funding from the Federal Transit Administration (FTA) through 49 U.S.C. 5307 Urbanized Area Formula grants, 49 U.S.C. 5337 State of Good Repair grants, and 49 U.S.C. 5339 Bus and Bus Facilities grants. Metro also competes for federal discretionary grant programs for specific investments. Metro expects to receive about $460 million in FTA grants for Metro FY2024 and the six-year program assumes continued FTA funding, adjusted for inflation.

Passenger Rail Investment and Improvement Act (PRIIA) Funding

PRIIA funding provides $144 million annually in federal grants for WMATA's CIP which is matched with funding from Maryland, the District of Columbia, and Virginia for Metro's safety and state of good repair capital program. These grants are subject to a 1% holdback for FTA administration.

The proposed FY2024 Capital Budget assumes $144 million of federal PRIIA funding matched by funding from the region. The six-year program assumes federal PRIIA funding through FY2029 as PRIIA has been reauthorized through that period and beyond. Metro's capacity to support state of good repair programs is dependent on continued Federal and State support of this program.

Dedicated Capital Funding

In 2018, Virginia, Maryland and the District of Columbia approved a combined $500 million per year in new dedicated capital funding to restore the system to a state of good repair and improve safety and reliability. Dedicated funding is limited to capital projects.

Metro is leveraging dedicated funding in the capital markets, issuing bonds to fund the capital program. The proposed FY2024 budget assumes approximately $800 million of dedicated funding-backed debt. Over the next several years, as Metro issues debt to address overdue and ongoing capital needs, a growing share of the annual $500 million of dedicated funding will be committed to debt service, reducing funding capacity for future capital needs, and driving a need for new capital funding sources.

Jurisdictional Contributions

Maryland, the District of Columbia, and the local governments in Northern Virginia provide annual capital funding in the form of "allocated contributions". These contributions provide the required local match to federal formula, competitive and other grants and system performance funding. Allocated contributions are governed by the Capital Funding Agreement (CFA) for FY2022 to FY2027. Proposed FY2024 allocated contributions total $293 million, 3 percent more than FY2023. The six-year program assumes annual 3 percent increases and a total of $1.851 billion.

Jurisdiction Sponsored Projects

Metro also advances projects sponsored and funded by jurisdictions. These "reimbursable projects" are typically improvements to the system. One example is the new Potomac Yard Station, sponsored and funded by the City of Alexandria.

FINANCIAL PLAN - ALLOCATION OF STATE AND LOCAL CONTRIBUTIONS

	(Dollars in Millions)	FY2024 Budget	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2028 Plan	FY2029 Plan	6-Year Total
FEDERAL	Federal Formula Programs	$459.9	$469.3	$481.2	$490.8	$500.6	$510.6	$2,912.3
	Federal RSI/PRIIA	143.5	143.5	143.5	143.5	143.5	143.5	861.0
	Other Federal Grants	11.5	4.3	5.1	6.0	5.1	3.5	35.5
	Total - Federal Grants	**$614.9**	**$617.1**	**$629.7**	**$640.3**	**$649.2**	**$657.6**	**$3,808.8**
STATE AND LOCAL FUNDING CONTRIBUTIONS	Formula Match & System Performance	$106.2	$109.4	$112.6	$116.0	$119.5	$123.1	$686.8
	RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Dedicated Funding	178.5	178.5	178.5	178.5	178.5	178.5	1,071.0
	Subtotal - District of Columbia	**$334.2**	**$337.4**	**$340.6**	**$344.0**	**$347.5**	**$351.1**	**$2,054.8**
	Montgomery County	49.0	50.5	52.0	53.6	55.2	56.8	317.0
	Prince George's County	50.5	52.1	53.6	55.2	56.9	58.6	326.9
	Maryland RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Maryland Dedicated Funding	167.0	167.0	167.0	167.0	167.0	167.0	1,002.0
	Subtotal - Maryland	**$316.0**	**$319.0**	**$322.1**	**$325.3**	**$328.5**	**$331.9**	**$1,942.9**
	City of Alexandria	13.4	13.8	14.2	14.6	15.0	15.5	86.4
	Arlington County	24.1	24.8	25.5	26.3	27.1	27.9	155.7
	City of Fairfax	0.7	0.8	0.8	0.8	0.8	0.9	4.9
	Fairfax County	42.9	44.1	45.5	46.8	48.2	49.7	277.3
	City of Falls Church	0.8	0.9	0.9	0.9	0.9	1.0	5.3
	Loudoun County	5.7	5.9	6.0	6.2	6.4	6.6	36.7
	Virginia RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Virginia Dedicated Funding - Unrestricted	122.9	122.9	122.9	122.9	122.9	122.9	737.3
	Virginia Dedicated Funding - Restricted	31.6	31.6	31.6	31.6	31.6	31.6	189.7
	Congestion Mitigation and Air Quality (CMAQ)	0.9	0.7	0.9	0.9	0.6	0.6	4.5
	Subtotal - Virginia	**$292.4**	**$294.8**	**$297.7**	**$300.6**	**$303.1**	**$306.1**	**$1,794.8**
	Jurisdiction Planning Projects	2.9	3.0	3.0	3.0	3.0	3.0	17.9
	Silver Line - Washington Metropolitan Area Airports Authority (MWAA)	7.9	-	-	32.0	0.0	-	40.0
	Potomac Yard (Alexandria)	12.6	6.9	-	-	-	-	19.5
	Purple Line - Maryland Department of Transportation (MDOT)	9.7	27.5	17.5	-	-	0.0	54.7
	Subtotal - Jurisdictional Reimbursable	**$33.2**	**$37.4**	**$20.5**	**$35.0**	**$3.0**	**$3.0**	**$132.1**
	Total - State and Local	**$975.8**	**$988.6**	**$981.0**	**$1,004.9**	**$982.2**	**$992.1**	**$5,924.5**
	Debt	**$797.8**	**$1,063.1**	**$776.1**	**$722.6**	**$644.4**	**$647.2**	**$4,651.2**
Grand Total Funding[1]		**$2,388.4**	**$2,668.8**	**$2,386.8**	**$2,367.8**	**$2,275.8**	**$2,296.9**	**$14,384.5**

1. Total funding requirement includes capital program expenditures, debt service, and estimated revenue loss from major shutdowns

Notes: FY2022 and FY2023 jurisdictional capital contribution allocations are set pursuant to the FY2022-2027 Capital Funding Agreement and based on the April 22, 2021 Adopted Budget

10-YEAR CAPITAL PLAN

Metro develops a 10-Year Capital Plan that is published separately and includes capital investment needs over a ten-year period. Additional information regarding WMATA's 10-Year Capital Needs can be found on-line at: www.wmata.com/initiatives/capital-improvement-program/

Long-Term Capital Planning

To restore and maintain safety, reliability and state of good repair of the system and prepare for a sustainable and equitable future of the region, Metro assesses capital needs over a long-term horizon and now annually updates a 10-Year Capital Plan. The plan provides an outlook of needs and opportunities for Metro and the region.

The 10-Year Capital Plan incorporates Metro's Six-Year CIP and the annual Capital Budget and extends beyond the current program. The Plan provides an outlook for:

- Major projects with expected completion dates beyond the current CIP
- Recurring and cyclical safety and state of good repair maintenance, rehabilitation and replacement programs that continue
- State of good repair projects and programs that are expected to begin after the current six-year CIP
- Potential future capital investments to modernize and improve the system for customers and the region

The 10-Year Capital Plan is not financially constrained. New capital funding sources will need to be identified to support the long-term state of good repair of the system and to advance improvements to support a sustainable and more equitable future for the region.

Major Capital Needs and Potential Future Investments

Zero-Emission Bus Implementation – Metro is advancing a Zero-Emission Bus Program to test and evaluate technology to prepare for a future large-scale deployment. Zero-emission buses have the potential to provide substantial value to the region by reducing greenhouse gas and local air pollution, providing a quieter, smoother ride, and supporting a more sustainable and livable region. Investments to enable Northern and Bladensburg Bus Divisions to run 100% electric vehicles are planned in the Six-Year Program. However, a large-scale deployment will require substantial investment in the 10-Year Plan and beyond.

Next-Generation Signal System – Metro's train control signal system is over 40 years old, obsolete, and unreliable and the replacement and upgrade of this vital system is among Metro's highest safety and state of good repair priorities. The replacement of the existing system will be complex, expensive, and lengthy. Metro is currently working to identify and plan for the implementation of new signal system technology.

Eight-Car Trains and Increased Rail Frequency – To increase the capacity and frequency of rail service and support the future of the region, Metro will need to acquire additional 8000-series railcars, continue to upgrade rail system power across the system, and expand railcar maintenance and storage facilities.

Station Access and Passenger Circulation Improvements – Prior to the pandemic, many Metrorail stations across the system had high levels of passenger crowding on platforms, mezzanines, escalators, and elevators during high ridership periods. Metro and our jurisdictional partners have identified potential investments to improve customer access to and circulation in stations that will also address potential safety issues. More expansive projects are not included in the current CIP but could be advanced in the future.

Tunnel Ventilation – The Metrorail system includes an extensive network of ventilation systems to handle routine air exchange in stations and tunnels and to remove smoke in the event of an emergency. Metro is advancing a pilot to test improvements to the ventilation system on the Red Line. If the pilot is successful, a plan for systemwide implementation will be developed.

Water Mitigation – Metro has dealt with water infiltration in its underground structures since the system was constructed. The results of water intrusion have negatively impacted rail operations and caused damage that has led to incidents impacting our customers. Metro is working on a pilot to mitigate leaks in tunnels in the areas of greatest risk. If the pilot is successful, Metro will evaluate additional priority locations to help prevent water infiltration in the system.

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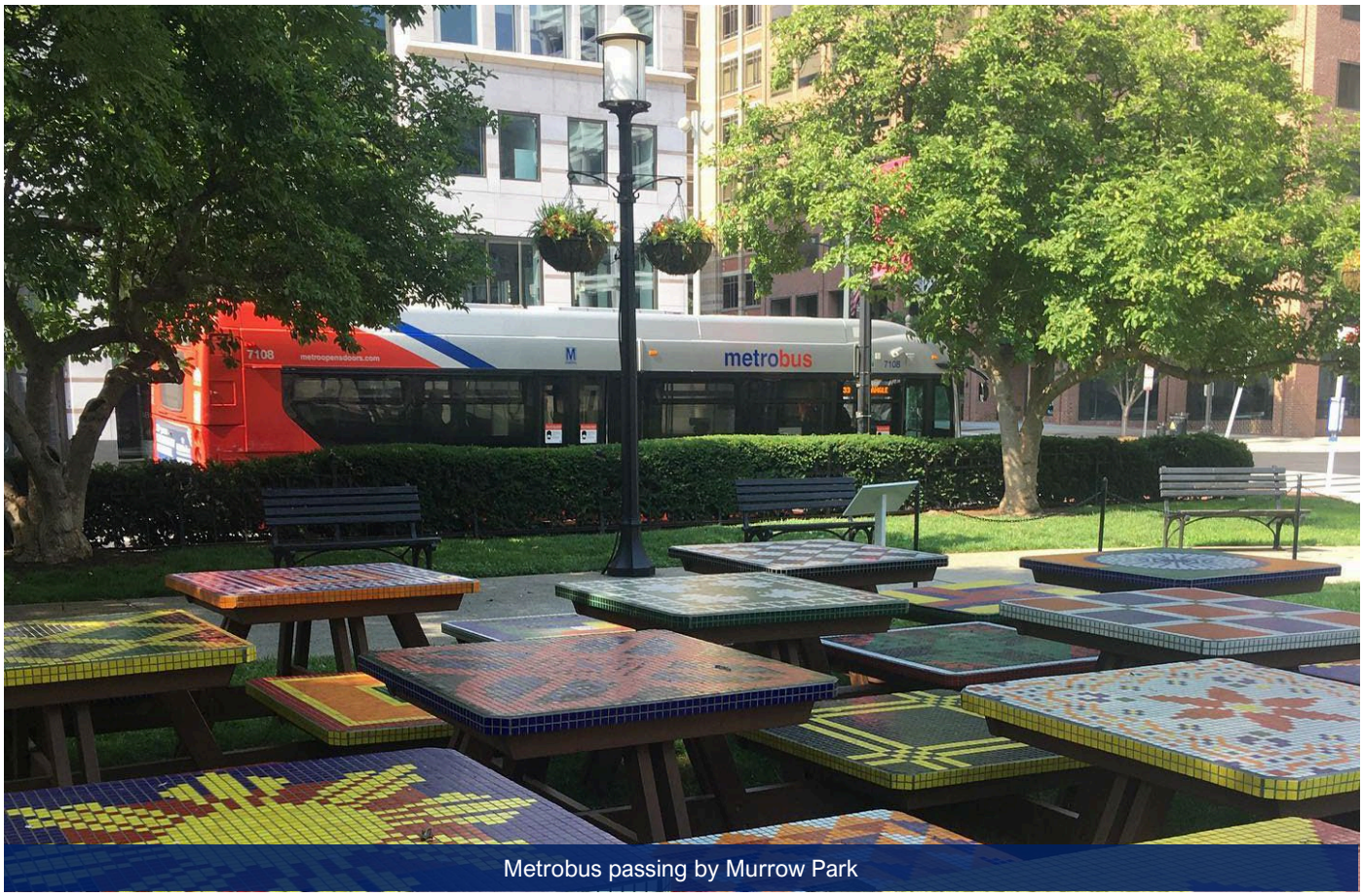
Appendix A – Metro Profile



Metrobus passing by Murrow Park

Metro Introduction

The Washington Metropolitan Area Transit Authority (WMATA) was created in 1967 through an interstate compact among Washington, D.C., Maryland, and Virginia. Construction of the Metrorail system began in 1969 and the first phase of Metrorail operation began in 1976.

Metro added a second transit service to its network in 1973 when, under direction from the United States Congress, it acquired four Washington-area bus systems and merged them to create Metrobus.

In 1994, as mandated by the Americans with Disabilities Act (ADA), Metro began providing MetroAccess paratransit service for people with disabilities who are unable to use the fixed route transit service.

Metro completed the originally planned 103-mile Metrorail system in 2001.

In 2004, Metro expanded the rail system, opening the Blue Line extension to Largo Town Center station (now Downtown Largo), as well as the NoMa-Gallaudet U station on the Red Line. These expansions increased the Metrorail system to 86 stations and 106 miles.

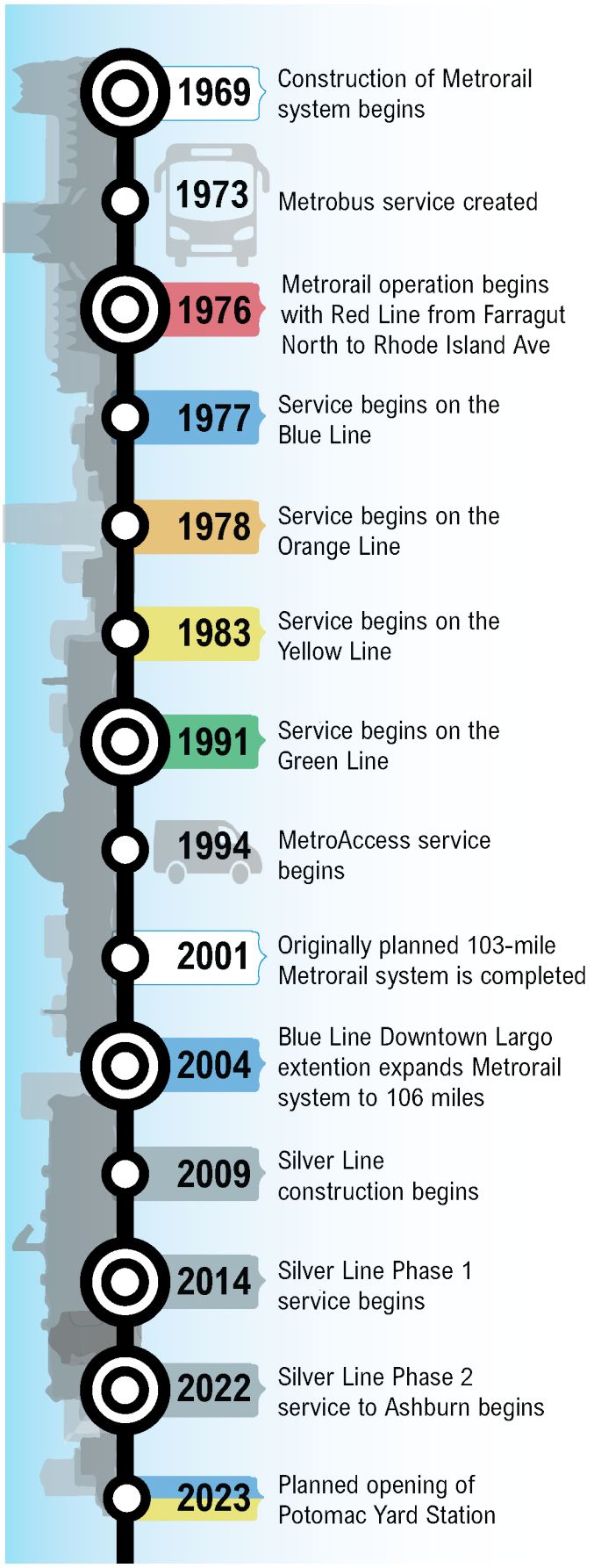
In March 2009, Metropolitan Washington Airports Authority (MWAA) started construction on the Silver Line, a 23-mile rail extension in Fairfax and Loudoun Counties in Virginia. Supported by a Full-Funding Grant Agreement from the Federal Transit Administration (FTA) plus toll and other revenues from funding partners, Phase 1 opened in 2014 with 11.6 miles and five new stations, extending service to Tysons Corner and Reston. Phase 2 opened on November 15, 2022, with an additional 11.4 miles and six new stations, providing service to Dulles International Airport and Loudoun County.

In addition, Metro anticipates the opening of a new Potomac Yard infill station on the Blue and Yellow lines in Alexandria, Virginia in 2023.

Key Metro Facts

- Metro's service area size is approximately 1,500 square miles with a population of approximately four million people
- Metro's transit zone consists of the Washington D.C., the Maryland counties of Prince George's and Montgomery, and the Northern Virginia counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax and Falls Church
- Including the new Silver Line Phase 2 segment, Metrorail currently comprises approximately 130 miles of track, six rail lines, 97 stations and 1,278 railcars in the active fleet. The planned opening of the Potomac Yard station on the Blue and Yellow lines in 2023 will bring the total number of Metrorail stations to 98
- Metrobus serves 9,374 bus stops throughout the region and has 1,571 buses in the active fleet
- Metro is the third busiest heavy rail transit system and the sixth largest bus network in the country
- More than a quarter of the region's property tax base is located within a half mile of a Metrorail station
- More than half of the region's jobs are located within a half mile of a Metro station or a Metrobus stop
- More than half of Metrorail stations serve federal facilities and approximately one third of Metrorail's peak period commuters are federal employees
- Metro moves more than three times the amount of people each year as the region's three major airports combined

In preparation for the opening of revenue service on Silver Line Phase 2, Metro welcomed Loudoun County as a contributing jurisdiction in FY2021. The Silver Line is Metro's largest rail expansion project since the opening of the Ronald Reagan Washington National Airport to Stadium-Armory segment in 1977.



Oversight

Oversight of Metro is provided by a variety of internal and external offices, committees, and administrations. These oversight entities include, but are not limited to, the Federal Transit Authority (FTA), the Washington Metrorail Safety Commission (WMSC), the Office of Inspector General, the Office of Quality Assurance, Internal Compliance & Oversight, the Office of Audit & Compliance, and various advisory entities.

Federal Transit Administration

The FTA is the agency of the United States Department of Transportation that provides financial and technical assistance to local public transit systems. The FTA also oversees safety measures and helps develop next-generation technology research.

The Federal Government, through the FTA, provides financial assistance to develop new transit systems and improve, maintain, and operate existing systems. FTA provides and monitors grants to state and local transit providers.

Washington Metrorail Safety Commission

The WMSC serves as Metro's State Safety Oversight Agency (SSOA) and is responsible for enforcing transit safety requirements for WMATA's Metrorail system. The creation of an SSOA was required by the Moving Ahead for Progress in the 21st Century Act (MAP-21).

In 2017, Washington D.C., Maryland and Virginia passed legislation to create the WMSC, which then received required Congressional consent and approval by the President through Public Law No: 115-54. The WMSC began directly overseeing the safety of the Metrorail system on March 18, 2019 upon its oversight program receiving federal certification.

Office of the Inspector General

The Office of the Inspector General, authorized by the WMATA Board of Directors in April 2006 as an independent office that reports directly to the Board, supervises and conducts independent audits, investigations and reviews of Metro programs and operations to promote efficiency and financial integrity as well as to prevent and detect fraud, waste and abuse in such programs and operations.

Office of Quality Assurance, Internal Compliance & Oversight

The Office of Quality Assurance, Internal Compliance & Oversight provides independent reviews of Metro's operational and engineering processes and assets to promote compliance with internal and external regulatory requirements and advance quality improvement initiatives.

Office of Audit & Compliance

The Office of Audit & Compliance is Metro's internal audit function and provides independent and objective audits, reviews and assessments of Metro's system of internal controls and related business processes. Audits, reviews and assessments are designed to add value and to improve Metro's operations.

Advisors

Metro has four primary advisory groups: the Riders' Advisory Council (RAC), the Accessibility Advisory Committee (AAC), the Amplify community and the Joint Coordinating Committee (JCC). These advisory entities focus on specific issues as described below:

Riders' Advisory Council

In September 2005, the Metro Board of Directors established RAC. The Council provides Metro customers a forum to give input on Metrobus, Metrorail and paratransit services. The 11-member council includes six representatives from the Washington D.C., Maryland and Virginia, four at-large members, and the chair of Metro's Accessibility Advisory Committee.

Accessibility Advisory Committee

Metro's AAC was created to address the needs of senior citizens and customers with disabilities. Its efforts have resulted in numerous service upgrades including gap reducers, which make it easier for customers who use wheelchairs or are visually impaired to board Metrorail trains.

Amplify by Metro

Metro is leveraging a new web-based platform called Amplify to engage and get input from riders in the community. Metro's first ever customer community, Amplify is designed to bring together riders, transit advocates, and transit experts in an on-going digital forum. Through a structured environment of online surveys, polls, and discussion forums, Amplify community members share their experience as riders and influence

how Metro responds to issues affecting those who use the system. People who live in the national capital region and (at least once a month) ride any bus, train, or on paratransit can sign up to participate at amplifybymetro.com.

Joint Coordinating Committee

The JCC consists of staff members from the jurisdictions supporting Metro. The JCC was established by the Metro Board of Directors to facilitate the exchange of information between jurisdictions and Metro staff. Meeting agendas are developed by Metro staff and the JCC chair and include items referred by the Board or Metro staff, as well as items requested by JCC members.

Regional Transit Planning

The Washington Metropolitan Area encompasses over 4,000 square miles in Washington D.C., suburban Maryland and Northern Virginia; the region is home to almost six million people and over three million jobs. As the primary transit provider in the region, Metro is integral to the regional transportation planning process. The WMATA Compact gives the Authority the power to adopt a Mass Transit Plan as part of the region's continuous, comprehensive transportation planning process. Metro's regional planning function encompasses the preparation of transit system plans in partnership with other regional transit providers, conducting system planning analysis and transportation studies, communication of transit needs to regional planning bodies, and participation in planning processes at the regional and sub-regional levels. Metro has a special responsibility to ensure that the needs of the region's transit providers, both capital and operating, are reflected during the establishment of the Mass Transit Plan and that the region achieves a balanced system of transportation.

Metro coordinates with its regional partners to determine transit-based priorities and projects. The Metro Board of Directors, composed of members from the Compact jurisdictions and federal government, helps determine those priorities and provides policy direction. The Joint Coordinating Committee brings together jurisdictional staff to coordinate on various budget and operational issues in conjunction with Board Committee meetings. Internal planning and programming are designed to work within this institutional framework.

The National Capital Region Transportation Planning Board (TPB) is the federally designated Metropolitan Planning Organization (MPO) to coordinate transportation planning and funding for the Washington region. The TPB serves as a forum for the region to develop transportation plans, policies and actions, and to set regional transportation priorities through the Constrained Long-Range Plan (CLRP) and the six-year Transportation Improvement Plan (TIP). The TPB also provides technical resources for planning and policy making. WMATA is one of the implementing agencies in the TPB planning process and is a voting member of the TPB. WMATA is also an active member of the TPB Technical Committee and several subcommittees such as Travel Forecasting, Bicycle and Pedestrian, Regional Bus, Regional Transportation Demand Management Marketing, and Human Services Subcommittee.

The Northern Virginia Transportation Commission (NVTC) administers transit finance and operations in Northern Virginia and coordinates transit service across jurisdictional boundaries. The Northern Virginia Transportation Authority (NVTA) is responsible for developing a Northern Virginia Regional Transportation Plan which provides long range planning and inter-agency coordination in Northern Virginia. Metro works with both NVTC and NVTA on important transit funding and corridor development initiatives to enhance public transit service and ensure integration of transit in highway investments and the Department of Transportation (DOT). Metro also works with Washington D.C., Maryland, and Virginia on important local plans and project development initiatives to enhance public transit service and ensure integration of transit with roadway investments.

Demographics

Based on the 2020 Census, the population of the Compact jurisdictions currently served by Metro is 4.6 million people across five counties (Montgomery and Prince George's in Maryland, Fairfax, Arlington and Loudoun in Virginia), three cities (Alexandria, Falls Church, and Fairfax in Virginia), and one federal district, which is the sixth largest metropolitan area of the country.

Based on the 2016-2020 American Community Survey (ACS) Narrative Profile, the demographic profile of the Washington Metropolitan area is as follows:

- 44.9 percent of the population is non-Hispanic white
- 25.2 percent is black or African American
- 15.9 percent is Hispanic or Latino
- 10.4 percent is Asian
- 3.6 percent is Mixed-Other

Per the same ACS Profile, there are 2.2 million households in the Washington Metropolitan area, of which 65.8% reside in single family homes, 33.5% live in apartments or multi-unit structures, and 0.7% live in mobile homes and other housing forms.

Economy

Metro's ridership and overall financial outlook are directly influenced by the population, economic conditions, and employment growth in Washington D.C. and the surrounding jurisdictions in Maryland and Virginia. Covid-19 has had significant global, national and regional impacts, and the full extent and duration of these impacts remains uncertain.

Job Growth in Metropolitan Washington

According to a May 2016 study by the Metropolitan Washington Council of Governments (COG) Trends in Workforce Demand, while metropolitan Washington has a skilled and educated workforce, there have been concerns in recent years about the region's economic performance. As other regional economies began to recover from the Great Recession, job growth in metropolitan Washington began to slow. Between the elimination of federal jobs with the enactment of the Budget Control Act of 2011 and loss of federal contracts in the first year of the sequester in 2013, an estimated thirty-six thousand jobs were lost.

According to data from the Bureau of Labor Statistics' Current Employment Statistics (CES) program, employment growth in metropolitan Washington lagged the nation from 2012 through 2015 and was equal to the national average in 2016 and 2017. The 2018 CES estimates indicated that metropolitan Washington employment growth (1.1 percent) had again fallen below the national average.

According to CES, in the months leading up to the Covid-19 pandemic in March 2020, the Washington region's job growth rate was exceeding the national average. Like the rest of the nation, metropolitan Washington saw a sharp decline in employment in the months following widespread shutdowns and regional stay-at-home orders. Though the Washington region saw a nearly nine percent drop in employment this was lower than the national average that reached nearly 14 percent during the early months of the pandemic. The year-over-year employment growth rate made a major recovery in April 2021, increasing to 7.4 percent in the region, but lagged the national rate of 10.8 percent. Since then, the growth rates have gradually declined and begun to stabilize. However, the Washington region remains below the national average at two percent and 3.4 percent respectively as of October 2022.

The regional unemployment rate was approximately three percent prior to the onset of pandemic-related shutdowns in the spring of 2020. In April 2020 the unemployment rate jumped to nearly ten percent, but has steadily declined from that peak to under five percent in the fall of 2021, near the October 2021 national average of 4.6 percent. Through October 2022 the unemployment rate has continued to decline to three percent, below the national average of 3.7 percent.

Changing Federal Presence

The Federal Government is the largest employer in the region; since 2000, between 11 and 13 percent of employment in metropolitan Washington has been federal. But the structure of the regional economy is changing. COG's regional econometric model projects that the portion of federal employment will decline from twelve percent of employment in 2015 to eight percent in 2045.

The Rise of Remote Work

As the region recovers from the Covid-19 pandemic, business activity has settled into a new normal that is significantly different from what preceded the pandemic. There has been a paradigm shift in how and where people work, specifically in the shift to remote work, that has had major impacts on the labor market, commuter and tourist activity, the demand for office space, and the location of economic activity in the region.

According to data from the Survey of Working Arrangements and Attitudes, as of July 2022 workers nationwide with remote-eligible jobs are working from home 50 percent of the time on average, compared to five percent prior to the pandemic. While the share of Americans working remotely at least part-time has remained steady over the previous year, the number of remote eligible positions is declining. However, the demand for remote work remains strong. LinkedIn reported that job postings with remote options on their site hit an all-time high of 20 percent in February 2022 and have shrunk to 14 percent, even though remote work postings drew 52 percent of all applications in October 2022.

Remote work may be on the decline at a national level, but the Washington region may be an exception; as Washington D.C. has the highest share of remote workers among major U.S. cities. In D.C., 48.3% of employees worked remotely in 2021 compared to the national average of 17.9 percent. Seattle had the second largest share at 46.8 percent for the same period.

The Washington metropolitan region has a highly skilled and educated workforce that includes many occupations that have transitioned exceptionally well to remote work. According to the Office of Personnel Management (OPM), roughly 40 percent of federal employees telework up to

three days a week, which constitutes a large portion of the region's workforce. These facts coupled with the demand for remote work suggest that remote work remains the new normal in the region.

Where is Metropolitan Washington's Economy Headed?

Prior to the pandemic, economic factors such as slow federal job growth and the outlook for future federal government spending impacted Metro's forecast for Metrorail and Metrobus ridership. However, according to real estate advisory firm Newmark Knight Frank, the trend of declining federal job growth was reversed during the pandemic as the government acted to address the public health and economic crises. The federal government was the only sector in the region to show positive 12-month net job growth through mid-2020 after the onset of the pandemic. Nevertheless, of the ten economic sectors studied in Newmark's third quarter 2021 regional Office Market Report, the Government sector displayed the worst year-over-year employment growth rate, declining by approximately two percent while most other sectors were growing.

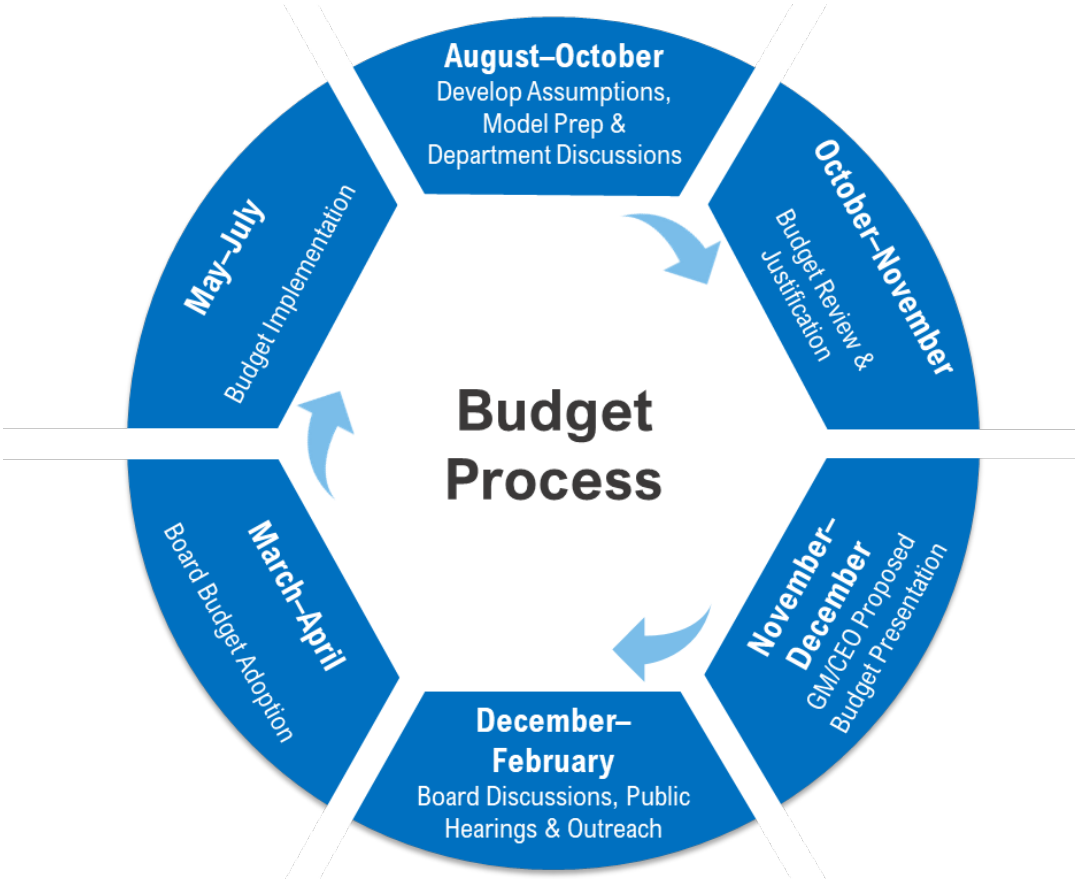
Significant effort is currently underway to diversify metropolitan Washington's economy. Due to slow growth in federal jobs, the Roadmap for the Washington Region's Economic Future identified industrial clusters beyond the federal government with the potential to drive metropolitan Washington's economic growth over the next decade. Two of these drivers are professional and business services, which have dominated the region's economy for a long time.

Appendix B – Budget Process

Metro's annual budget serves as the foundation for its financial planning and control. The General Manager/Chief Executive Officer (GM/CEO), Chief Financial Officer, and staff prepare and submit the budget to the Metro Board of Directors for consideration and approval. The annual budget consists of two components: operating and capital. It is the responsibility of each department to administer its operations in such a manner to ensure the use of the funds is consistent with the goals and programs authorized by the Board and approved spending levels are not exceeded. Metro's budget planning begins in August of the preceding fiscal year with the development of budget priorities and assumptions for the plan year.

The budget must be adopted and implemented by June 30th for the fiscal year beginning on July 1st. The budget process consists of six major phases:

1. Development of key assumptions and drivers, model preparation, and budget formulation which includes department submissions;
2. Budget review/justification;
3. GM/CEO's presentation of the proposed budget to the Board;
4. Board discussions, public hearings and outreach;
5. Budget adoption by the Board; and
6. Budget implementation.



Budget Development and Departmental Submissions

Metro began the process of developing the FY2024 budget shortly after the adoption of the FY2023 Approved Budget. As part of the budget development process, the FY2023 Budget with specific programmatic changes was used as the FY2024 baseline. Ridership and revenue scenarios were refined throughout the budget development process as new information became available. Position data from the current approved FY2023 Budget and benefits obligations were used as the baseline for budgeted personnel related costs. The FY2023 Approved Budget and the FY2022 actuals were then analyzed and relevant assumptions were modified, including contractually obligated union wages and benefits, fuel prices, service levels and ridership and revenue projections. Based on the analysis of the data, Metro assigned targets to each department.

Using the Strategic Plan framework, the GM/CEO's Business Plan further guides both the Operating and Capital budget development processes. It identifies priorities for Metro, provides the foundation for department-specific work plans and keeps the agency focused on the long-term goals as outlined in the Strategic Plan. The GM/CEO's Business Plan outlines necessary actions to achieve priorities; provides measures to monitor success and provides the Board and public with a transparent and accountable framework. The priorities are reflected in the resulting proposed budget and multi-year operating and capital investment plans.

The Office of Management and Budget staff develops guidelines and assumptions in line with the General Manager's priorities and plans that drive the budget process. These guidelines and assumptions are incorporated into the department budgets.

- The initial planning, development of assumptions, and preparation of instructions and training materials are conducted in August
- The annual budget kickoff meeting is held in September with department leaders and budget preparers. New budget initiative requests are developed

The annual budget is developed based on two budget methodologies – continuation-level and zero-based. Continuation-level budgeting is used to develop the funding and resources necessary to sustain multi-year critical operating, special programs, and previously approved capital projects.

The agency utilized a hybrid zero-based budgeting approach for the development of the FY2024 operating budget. The zero-based approach was used to determine resources for anticipated changes to service levels and new programs.

Budget Review and Proposal

- The proposed CIP is developed concurrently with the proposed operating budget. Starting in July, operations, maintenance, engineering and other stakeholders are asked to submit capital investment need requests. In addition to needs identification submissions, Metro utilizes available asset condition data, fleet management plans, and other documents to identify capital investment needs. In the fall, Metro evaluates all identified needs, in concert with ongoing projects and programs, and strategically aligns them to develop Metro's CIP. Funding constraints are then applied to the capital program and the results are presented to the Senior Executive Team and GM/CEO for their review
- Operating and capital budget requests are reviewed by the Office of Management & Budget, the Office of Planning & Performance, and the Senior Executive Team. The proposed budget recommendations are presented to the GM/CEO in the second quarter of the fiscal year
- Once the GM/CEO finalizes the annual budget proposal and multi-year plans, they are presented to the Board of Directors and the public through the Finance and Capital Committee

Budget Discussion and Adoption

- The proposed budget is presented and reviewed in the Finance and Capital Committee and the Board deliberates through early spring
- Metro undertakes significant outreach efforts regarding the budget, particularly for any proposed service and fare changes, prior to adoption. The outreach occurs in three key areas
  - Public hearings: During the budget process, Metro holds at least one public hearing to review any proposed service or fare changes, as well as the proposed use of federal funding in the CIP. To meet Virginia Dedicated Funding Legislation requirements, one hearing must be held in a jurisdiction embraced by the Northern Virginia Transportation Commission. The comments and feedback received from

residents throughout the region are presented to the Board for consideration

  - Public participation: Metro's Public Participation Plan guides substantial additional outreach efforts beyond the public hearings through open houses, station pop-ups, and community events. The outreach provides specific and convenient opportunities for riders and local organizations to provide input and discuss their views. It ensures full and fair participation for all potentially affected communities, including minority, low-income, and limited English proficient populations
  - Rider survey: Also, Metro periodically conducts online surveys to solicit rider input on key questions regarding the budget

- Metro staff summarizes data collected from these efforts, as well as all public comments/feedback received during the outreach process in a staff report that is delivered to the Board for review
- Collectively, Metro's outreach efforts meet or exceed the requirements of both the WMATA Compact and the Federal Transit Administration's Title VI guidelines

Amendments

When necessary, amendments to the budget are presented to the Finance and Capital Committee. The committee then advances the amendments to the Board for review and adoption.

Budget Implementation

- Implementation of the Approved Budget occurs between May and June
- The FY2024 Approved Budget is effective July 1, 2023
- Monthly budget variance reports are prepared by the Office of Management & Budget to enable management to monitor and control expenses and revenues
- Quarterly financial reports are prepared by the Office of Management & Budget and presented by Metro management to the Board of Directors
- These reports are used to monitor financial performance and ensure compliance with the approved budget

The underlying financial statements that inform this budget process have been prepared in accordance with Generally Accepted Accounting Principles (GAAP) per the Governmental Accounting Standards Board (GASB) Statement No. 34 (Basic Financial Statements and Management's Discussion and Analysis - for State and Local Governments). All financial information is consolidated into business-type activities that make up Metro's Enterprise Fund. These business-type activities include transit operating and capital costs, infrastructure construction and debt activities. The budget is based on the provisions of GAAP, as applicable to government entities in the United States of America. Annual budgets are adopted in accordance with GAAP with the following exceptions:

- Depreciation and amortization are excluded
- Net actuarial determined post-employment benefit obligation recognized under GASB Statement No. 45, which was implemented by Metro in FY2008, has been excluded from the budget expenses; such costs are included in operating expenses in the annual financial statements but are not budgeted

In accord with the Financial Standards, the Office of Management & Budget monitors revenues and budget expenditures throughout the fiscal year.

Enterprise Fund

The Enterprise Fund is the sole fund for Metro. Within this Fund, income sources are classified in one of seven categories: passenger fares and parking fees, federal funds, state and local funds, dedicated funding, business revenues, other sources and debt. Passenger fares and parking fees support the operating budget. During the Covid-19 pandemic from FY2020 to date, federal grants have partially funded the operating budget. Other federal funds consist of federal grants to support the capital program. State and local funds support the capital program, as well as jurisdictional contributions for debt service and the operating budget subsidy. Annual dedicated capital funding of $500 million was established in 2018 under legislation passed by Washington D.C., Maryland, and Virginia. Debt proceeds, serviced by the annual dedicated funding further support the capital program. Business revenues include advertising and joint development, among other funding sources.

Balanced Operating Budget

Metro is required to adopt an operating budget, annually, where operating revenues and subsidies equal expected operating expenses for the fiscal year. In accordance with Article VIII of WMATA's Compact, the Board annually adopts a current expense budget for each fiscal year. Based on the Compact, the budget includes the Board's

estimated expenditures for administration, operation, maintenance and repairs, debt service requirements and payments into any required funds.

The total expenditures are balanced with estimated revenues and receipts from all sources, excluding funds included in the capital budget or otherwise earmarked for other purposes. In Board Resolution 2020-09, which adopted the FY2021 Budget, the Board revised its policy regarding budget surplus and shortfall in order to comply with Dedicated Funding legislation. As such, WMATA will retain any surplus and will be responsible to address any shortfall in funding.

The focus of the operating budget is on the personnel, material/supplies and services necessary to operate Metrobus, Metrorail, and MetroAccess. Budgetary issues for the operating budget pertain to the cost of continuing operations, expanding services to meet recovering demand, and improving efficiency of service.

Capital Budget

In accordance with Article VIII, paragraph 26 of WMATA's Compact, the Board adopts an annual capital budget. This budget identifies capital investments by category that are expected to commence or continue during the budget period. The budget provides the planned funding sources for the program.

The primary focus of the capital budget is to ensure reliable, efficient, and safe service while maintaining the condition of Metro's current assets and infrastructure in a state of good repair. The capital budget supports the reliable, continuous and safe operation of each mode (Metrobus, Metrorail and MetroAccess).

Capital Expenditures

Capital expenditures are those that will lead to a future benefit beyond the current fiscal year. Expenditures are classified as capital when an entity spends money to procure or construct fixed assets or to maintain, improve or extend the useful life of an existing fixed asset.

The capital programming process assists Metro's leadership in making decisions regarding the assets and infrastructure required to support and/or grow the bus, rail, and paratransit operations. Metro's assets and infrastructure include, but are not limited to:

- Paratransit and service vehicles
- Buses and bus facilities
- Railcars
- Stations and tunnels
- Track and wayside
- Signal and power systems
- Administration and maintenance facilities

Appendix C – Human Capital Summary

Human capital management defines and categorizes employees' skills and abilities to ensure they are optimized to the objectives of the organization. At Metro, the management of human capital involves workforce planning and investment and is aligned with Metro's strategic plan and core mission of operating and maintaining a safe, reliable, and affordable transit system.

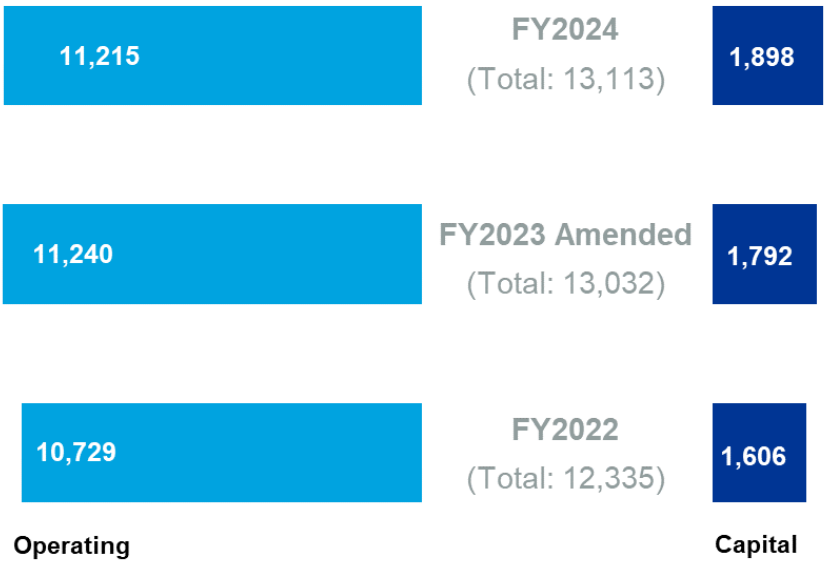
One measure of human capital is the number of positions to be employed and the various costs associated with such employment, referred to as personnel costs. Metro's personnel costs fall into three categories: labor, fringe benefits, and capital allocation. Capital allocation is a net zero-dollar adjustment between operating and capital.

Labor costs, which include regular wage and overtime pay for operations employees and salary expense for management, professional, and administrative personnel, make up approximately 67 percent of total personnel costs. The Authority-wide FY2024 labor budget for operating and capital is $1,318.6 million, an increase of $63.1 million.

Fringe benefit costs are personnel-related expenses that are above and beyond the direct cost of employee wages and salaries. Metro's fringe benefits are comprised of health insurance and pension plan costs, as well as government mandated expenses including unemployment insurance and payroll taxes. The Authority-wide FY2024 fringe benefit budget for operating and capital is $614.0 million, which is a $52.1 million or 9 percent increase from the prior year.

The following tables provide a detailed, three-year comparison of total human capital staffing levels for Metro. The staffing requirement for FY2024 is 13,113, consisting of 11,215 operating positions and 1,898 capital positions. This represents a increase of 81 positions from FY2023.

Number of Positions



HUMAN CAPITAL BY DEPARTMENT[1]

	FY2022 Budget	FY2023 Budget	FY2024 Budget	Change
General Manager/CEO	3	3	4	1
Rail Operations Control Center	137	145	141	
Inspector General	41	48	48	-
Board Secretary	4	4	4	-
External Relations	108	112	115	3
Internal Business Operations	565	629	630	1
Chief Financial Officer	226	230	247	17
Internal Compliance	66	69	69	-
General Counsel	44	44	45	1
Safety & Environmental Management	85	117	117	-
Capital Delivery	484	506	551	45
Strategy Planning and Program Management	114	144	146	2
Chief Operating Officer	10,458	10,981	10,996	15
Chief Operating Officer - Administration	5	3	3	-
Rail Services	3,906	4,073	4,036	(37)
Bus Services	3,649	3,816	3,815	(1)
Access Services	46	47	48	1
Metro Transit Police	662	688	694	6
Business Process Development	1,895	1,996	1,996	-
Office of Budget, Performance and Planning	295	358	404	46
Total	**12,335**	**13,032**	**13,113**	**81**

1. Does not reflect the WMATA organizational structure realignment of December 2022; will be updated for the FY2024 Approved budget book

A three-year comparison of total human capital costs in the operating and capital budgets is presented below.

HUMAN CAPITAL SUMMARY - ALL MODES, FRINGE DATA

(Dollars in Millions)	FY2022 Budget	FY2023 Budget	FY2024 Budget	$ Change
Positions	12,335	13,032	13,113	81
Labor	$1,197.1	$1,255.6	$1,318.6	$63.1
Fringe				
Taxes - FICA	$90.5	$95.4	$117.7	$22.3
Pension - Defined Benefits	208.9	181.4	199.8	18.4
Pension - Defined Contributions	13.3	14.0	15.3	1.3
Health Care	219.9	222.9	232.5	9.6
Life Insurance	1.9	2.4	2.4	0.0
Long Term Disability Insurance	1.2	1.2	1.2	0.0
Taxes - Unemployment	2.0	1.1	1.2	0.0
Workers' Compensation Reserve and Assessment	37.9	38.9	36.3	(2.6)
Allowances (Uniform, Clothing, Tools, etc.)	4.3	4.5	7.6	3.1
Total Fringe Benefits	**$579.8**	**$561.8**	**$614.0**	**$52.1**

HUMAN CAPITAL SUMMARY – RATES

	FY2022 Budget	FY2023 Budget	FY2024 Budget	$ Change
Average Annual Pay	$97,047	$96,344	$100,558	$4,214
Average Full Fringe Cost	47,008	43,111	46,821	3,710
Full Fringe Rate	48.4%	44.7%	46.6%	

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Appendix D – Capital Projects

CAPITAL IMPROVEMENT PROGRAM INVESTMENT PAGES

Metro's planned CIP investments are presented in this document in one-page CIP investment summaries.

How to Read CIP Investment Pages

1 Investment Title & Overview

Title Each investment has a title and number.

Initiative Type assigns the investment as either a **Project** – typically a major investment with a definable beginning and end or a **Program** - an ongoing, recurring, or cyclical investment.

Category assigns the investment category: Railcar and Railcar Facilities, Rail Systems, Track and Structure Rehabilitation; Stations and Passenger Facilities; Bus, Bus Facilities and Paratransit; or Business and Operations Support.

Location assigns the geographic location of the investment. Most investments are "Systemwide". When a specific location is known, the jurisdiction is listed. Many location-specific investments also have region-wide benefits.

Mode assigns the service the investment supports: Bus, Rail, Paratransit, or Systemwide.

Program shows the grouping of the investment within the broader investment category.

Federal Participation (all years) indicates if the investment is or will be funded by federal grants.

2 Description provides a basic summary of the scope of the investment.

3 Expected Performance Outcome describes how the investment benefits customers, operations, and/or employees; performance indicators are also included where applicable. Performance metrics are based on Metro's current FY23 targets. These will be updated each year until the project is implemented.

4 Near Term Deliverables show anticipated activities over the next 12 to 24 months.

5 Anticipated Funding Source indicates how Metro currently expects to fund an investment in FY2024. Anticipated funding sources are subject to change.

6 Schedule is included on CIP **Project** pages including three project phases: Development & Evaluation, Implementation/ Construction, and Operations Activation. Schedules show how projects are expected to progress over the next ten years. CIP **Programs** do not include schedules as they are ongoing.

7 Strategic Objectives highlight the objectives that are measurable and most closely align with the expected outcome of the CIP investment including, Safety, Security, Reliability/State of Good Repair.

8 Cost displays the estimated cost of the investment. The estimated cost of **Programs** shows forecasted investment for the current year, upcoming six-year period, and 10-Year Plan. The estimated cost of **Projects** displays life-to-date costs and forecasted investment for the current year, upcoming six-year period, 10-Year Plan, and beyond. **Projects** also include an estimate of the total cost of the project, labeled "**Total Estimated Investment**."

The CIP Investment Pages list consists of CIP Projects and Programs grouped by investment category. The CIP Projects and Program pages that follow the list are in sequential numerical order.

8000-Series Railcars (CIP0059)

1 **Initiative Type:** Project
Category: Railcar and Railcar Facilities
Location: Systemwide

Mode: Rail
Program: Acquisition
Federal Participation (all years): No

2 Description

This project acquires up to 800 new 8000-series railcars. The initial delivery of 360 vehicles will replace the 2000 and 3000-series railcars.

3 Expected Performance Outcome

Maintaining fleet in a state of good repair for safety and reliability. Meets or exceeds the Rail Fleet Reliability performance target of ≥56,500 miles between failure for 8000-series railcars (example based on Metro's FY23 target) once fully implemented. New railcars provide improved customer features.

7 Strategic Drivers

Safety
Security
Reliability/SGR

4 Near Term Deliverables

Metro will continue railcar design and engineering of the 8000-series railcars.

8 Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$48.9
FY23 Forecast	$39.4
Planned Investments	**($M)**
FY24	$57.1
FY25	$64.7
FY26	$184.2
FY27	$176.9
FY28	$147.3
FY29	$198.0
6-Year Total (FY24-FY29)	$828.2
10-Year Total (FY24-FY33)	$1,141.6
Beyond FY33	$0.0
Total Estimated Investment	$1,229.9

5 Anticipated Funding Sources ($M)

FY23 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$57.1

6

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓										
Implementation and Construction	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Operations Activation					✓	✓	✓	✓	✓	✓	✓

CIP INVESTMENT PAGES

Project/Program #	Project/Program Name
(CIP0002)	Bus Onboard Location Equipment and Software Program
(CIP0004)	Bus Maintenance Facility and Equipment State of Good Repair Program
(CIP0005)	Bus Vehicle Rehabilitation Program
(CIP0006)	Bus Fleet Acquisition Program
(CIP0007)	Bus Closed Circuit Television Replacement Program
(CIP0009)	Service Vehicle Acquisition Program
(CIP0010)	Environmental Compliance Program
(CIP0015)	MetroAccess Fleet Acquisition
(CIP0024)	Track Rehabilitation Program
(CIP0025)	Roadway Equipment and Vehicle Program
(CIP0035)	Bicycle and Pedestrian Facility Rehabilitation
(CIP0036)	Procurement Program Support
(CIP0039)	System Planning and Development
(CIP0042)	Asset Management Software Improvements
(CIP0043)	Bus and Rail Scheduling and Operations Software Improvements
(CIP0056)	Rail Service Management Software Improvements
(CIP0059)	8000-Series Railcars
(CIP0063)	Rail Vehicle Scheduled Maintenance Program
(CIP0067)	Rail Vehicle Safety & Reliability Improvements
(CIP0072)	Elevator Rehabilitation Program
(CIP0073)	Escalator Rehabilitation Program
(CIP0076)	Rail System Power Upgrades
(CIP0087)	Station and Facility Restoration Program
(CIP0088)	Station Entrance Canopy Installation
(CIP0099)	Joint Development Program Support
(CIP0101)	Internal Compliance Capital Management Support
(CIP0102)	Police District III Substation
(CIP0108)	Rhode Island Avenue Station Structural Repair
(CIP0127)	Transit Police Support Equipment
(CIP0131)	Capital Program Financing Support
(CIP0132)	Escalator and Elevator Overhaul Program
(CIP0136)	Radio Infrastructure Replacement
(CIP0142)	Rail Vehicle Preventive Maintenance
(CIP0143)	Bus Vehicle Preventive Maintenance
(CIP0145)	Facility Security Monitoring Equipment Program
(CIP0150)	Support Facility Fire System Rehabilitation
(CIP0151)	Rail Station Cooling Rehabilitation Program
(CIP0152)	Parking Garage and Surface Lot Rehabilitation
(CIP0170)	Facility Roof Rehabilitation and Replacement
(CIP0185)	Escalator Replacement

(CIP0197)	Support Facility Improvements
(CIP0204)	Railcar Rooftop Access Platform
(CIP0210)	Track Pollution Prevention
(CIP0212)	Sustainability/Resiliency Program
(CIP0213)	Capital Program Development Support
(CIP0218)	Metrorail Station Improvements
(CIP0219)	Rail Station Lighting Improvements
(CIP0220)	Bus Planning Studies Program
(CIP0221)	Bus Customer Facility Improvements
(CIP0225)	Railcar Repair and Maintenance Facility
(CIP0241)	Flood Resiliency Infrastructure Upgrades
(CIP0242)	Rail System Drainage Rehabilitation Program
(CIP0246)	General Engineering
(CIP0247)	Emergency Construction and Emerging Needs Program
(CIP0251)	Automatic Train Control State of Good Repair
(CIP0252)	Low Voltage Power State of Good Repair
(CIP0253)	Traction Power State of Good Repair
(CIP0254)	Bus Priority Program Development
(CIP0255)	Fare Collection Modernization
(CIP0256)	7000-Series Railcars
(CIP0257)	Emergency Trip Station (ETS) Rehabilitation
(CIP0258)	Station and Tunnel Fire Alarm Rehabilitation
(CIP0262)	Tunnel Water Leak Mitigation
(CIP0269)	Asset Management Software
(CIP0270)	Capital Delivery Program Support
(CIP0272)	Digital Display and Wayfinding Improvements
(CIP0273)	Support Facility Rehabilitation
(CIP0275)	New Carrollton Garage and Bus Bays
(CIP0276)	Art in Transit and Station Commercialization Program
(CIP0277)	Supply Chain Modernization
(CIP0279)	Railyard Shop Equipment Replacement
(CIP0283)	Railcar Maintenance Facilities State of Good Repair
(CIP0284)	Railyard Facility and Site Rehabilitation
(CIP0286)	Power Generator Replacement
(CIP0291)	Tunnel Ventilation Improvements
(CIP0294)	Bridge Rehabilitation Program
(CIP0297)	Union Station Improvements
(CIP0302)	Huntington Station Parking Garage Demolition
(CIP0305)	Rail Passenger Facility State of Good Repair Program
(CIP0310)	Station Platform Rehabilitation - Phase 4
(CIP0311)	Bladensburg Bus Garage Replacement
(CIP0312)	Four Mile Run Bus Garage Rehabilitation
(CIP0315)	Northern Bus Garage Replacement

(CIP0324)	Capital Program Financial Support
(CIP0330)	Information Technology Data Center
(CIP0331)	Enterprise Resource Planning Software Replacement
(CIP0332)	Fiber Optic Cable Installation
(CIP0335)	Office Consolidation - District of Columbia
(CIP0337)	Office Consolidation - Virginia
(CIP0338)	Office Consolidation - Maryland
(CIP0339)	Rail Station Emergency Egress Improvements
(CIP0341)	Rail System Standpipe Replacement Program
(CIP0342)	Information Technology Hardware State of Good Repair
(CIP0347)	Accounting Capital Program Support
(CIP0348)	Aerial Structure Rehabilitation A
(CIP0349)	Yellow Line Tunnel and Bridge Rehabilitation
(CIP0352)	Rail Station Platform Canopy Rehabilitation Program
(CIP0354)	ePerformance and eCompensation Upgrades
(CIP0355)	Zero Emission Bus Acquisition and Evaluation
(CIP0356)	Tunnel Ventilation Improvements - Red Line Pilot
(CIP0357)	Cybersecurity Legacy Software Improvements
(CIP0358)	Business Systems State of Good Repair
(CIP0359)	Enterprise Technology Platforms State of Good Repair
(CIP0360)	Transit Systems State of Good Repair
(CIP0361)	Service Oriented Architecture (SOA) Program
(CIP0362)	Independent Verification & Validation program
(CIP0363)	Cyber Security
(CIP0370)	Aerial Structure Rehabilitation B
(CIP0371)	West Falls Church Development
(CIP0372)	Station Revitalization
(CIP0373)	Equipment to Support New Radio System
(CIP0374)	Infrastructure Improvements Solar Power Installation
(CIP0375)	Shaft Structural Rehabilitation - 7 Shafts
(CIP0376)	Western Bus Garage Replacement
(CIP0378)	Metro Strategic Transformation Plan
(CIP8001)	D&E Railcar Acquisition
(CIP8005)	D&E Rail Yard Improvements
(CIP8007)	D&E Electrical Improvements
(CIP8008)	Future Traction Power Projects
(CIP8010)	Future Signals and Communications Improvements
(CIP8011)	D&E Fixed Rail Improvements
(CIP8013)	D&E Track Structures Improvements
(CIP8014)	Future Track and Structures Improvements
(CIP8015)	D&E Rail Station Improvements
(CIP8016)	Future Platforms & Structures
(CIP8019)	D&E Passenger Facility Improvements

(CIP8021)	D&E Bus & Paratransit Improvements
(CIP8024)	Future Bus Maint/Overhaul Proj
(CIP8025)	D&E Bus Maintenance Facility Improvements
(CIP8026)	Future Bus Maintenance Facilities
(CIP8027)	D&E Bus Passenger Facility Improvements
(CIP8028)	Future Bus Pass Facil Systems
(CIP8029)	D&E Information Technology Improvements
(CIP8030)	Future Information Technology Projects
(CIP8032)	Future Metro Transit Police Projects
(CIP8033)	D&E Support Equipment Improvements
(CIP8034)	Future Support Equipment Projects
(CRB0005)	Planning Support for the District of Columbia
(CRB0009)	Planning Support for Maryland Jurisdictions
(CRB0013)	Potomac Yard Station Construction
(CRB0018)	Planning Support for Virginia Jurisdictions
(CRB0019_19)	Silver Line Phase 1 Railcars
(CRB0020_01)	Silver Line Phase 2 Railcars
(CRB0127)	Purple Line Construction Support

Bus Onboard Location Equipment and Software Program (CIP0002)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Maintenance/Overhaul
Federal Participation (all years): Yes

Description

This program supports the design and replacement of automatic vehicle location (AVL) and related equipment on buses. This equipment is vital to bus operations, bus location tracking Global Positioning System (GPS), and bus customer information.

Expected Performance Outcome

Increases fleet availability and reliability through on board diagnostics that alert maintenance personnel of defects and failures that can be corrected proactively as measured by the Bus Fleet Reliability performance target of ≥ 8,200 miles between failure (example based on Metro's FY23 target). Improves efficiency of revenue service through reliable GPS and route mapping abilities. Enables buses to communicate with Transit Signal Prioritization equipment along service routes.

Strategic Drivers

Near Term Deliverables

Metro will continue replacement of equipment with a new investments in software systems and on-board ancillary equipment.

Cost ($M)

Investments	($M)
FY23 Forecast	$6.4
Planned Investments	**($M)**
FY24	$6.9
FY25	$5.8
FY26	$5.8
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$18.6
10-Year Total (FY24-FY33)	$18.6
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.4
Reimbursable	$0.0
Debt	$6.5

Bus Maintenance Facility and Equipment State of Good Repair Program (CIP0004)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Maintenance/Overhaul
Federal Participation (all years): Yes

Description

This program replaces existing equipment past useful life and provides new equipment to support the repair and maintenance of the bus and non-revenue fleets. Additionally, this project supports the construction of minor garage improvements.

Expected Performance Outcome

Maximizes the efficiency of bus maintenance operations to support improved fleet availability as measured by the Bus Fleet Reliability performance target of ≥8,200 miles between failure (example based on Metro's FY23 target).

Strategic Drivers

Near Term Deliverables

Scheduled replacement of bus maintenance equipment including fork lifts, tool box kits, bus diagnostic equipment, and mechanic training equipment.

Cost ($M)

Investments	($M)
FY23 Forecast	$2.8
Planned Investments	**($M)**
FY24	$5.9
FY25	$2.7
FY26	$3.4
FY27	$2.6
FY28	$12.7
FY29	$2.5
6-Year Total (FY24-FY29)	$29.8
10-Year Total (FY24-FY33)	$77.4
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.1
Reimbursable	$0.0
Debt	$5.8

Bus Vehicle Rehabilitation Program (CIP0005)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Maintenance/Overhaul
Federal Participation (all years): Yes

Description

This program provides for the complete rehabilitation of bus mechanical, electrical and structural systems when a bus is approximately 7.5 years of age. Additionally, the program supports the procurement of components to replace those that can no longer be overhauled.

Expected Performance Outcome

Allows Metro to achieve the maximum useful life of a bus which extends the period between bus replacements while minimizing routine maintenance costs. Also, maintains bus reliability and addresses reliable revenue service availability as measured by the Bus Fleet Reliability performance target of ≥8,200 miles between failure (example based on Metro's FY23 target).

Strategic Drivers

Near Term Deliverables

Metro will perform annual scheduled overhaul of approximately 100 buses and 125 engines, and rebuild 150 transmission assemblies. Various other components will be rebuilt to include axles, HVAC units, pro-heat units and steering boxes.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$26.9
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$39.8
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$63.9
Planned Investments	**($M)**
FY24	$66.8
FY25	$67.0
FY26	$68.6
FY27	$70.2
FY28	$57.9
FY29	$59.7
6-Year Total (FY24-FY29)	$390.1
10-Year Total (FY24-FY33)	$647.3
Beyond FY33	$0.0

Bus Fleet Acquisition Program (CIP0006)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Acquisition
Federal Participation (all years): Yes

Description

This program acquires and replaces standard 30-foot, 40-foot, and articulated buses consistent with the Metrobus Fleet Management Plan. Metro continues to advance the purchase and deployment of electric buses; estimated incremental capital costs are included in this program. The program also includes bus maintenance training and the purchase of spare parts.

Expected Performance Outcome

Provides customers with reliable and modern buses as measured by the Bus Fleet Reliability performance target of ≥8,200 miles between failure (example based on Metro's FY23 target). Maintains an average fleet age of approximately 7.5 years.

Strategic Drivers

Near Term Deliverables

Metro will advance the scheduled acquisition of approximately 100 buses. In FY2024, Metro plans to acquire approximately 75 40-foot hybrid buses and approximately 25 40-foot Battery Electric Buses (BEB).

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$85.9
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$1.0
Reimbursable	$0.0
Debt	$8.9

Cost ($M)

Investments	($M)
FY23 Forecast	$62.6
Planned Investments	**($M)**
FY24	$95.7
FY25	$110.0
FY26	$115.4
FY27	$130.0
FY28	$160.0
FY29	$140.0
6-Year Total (FY24-FY29)	$751.2
10-Year Total (FY24-FY33)	$1,391.2
Beyond FY33	$279.6

Bus Closed Circuit Television Replacement Program (CIP0007)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Maintenance/Overhaul
Federal Participation (all years): Yes

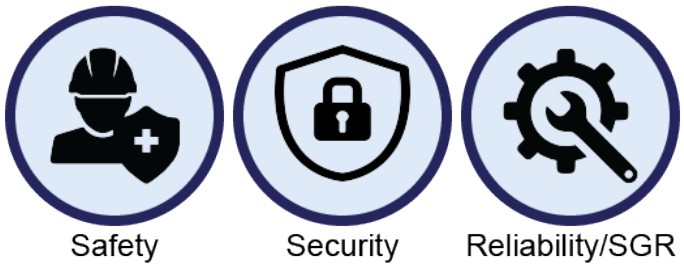
Description

This program replaces Metrobus camera systems located on-board Metrobus vehicles to maintain a state of good repair on a lifecycle basis. All Metrobuses are outfitted with onboard-cameras.

Expected Performance Outcome

Monitors the interior of buses to deter crime and improve the safety and security of customers and employees.

Strategic Drivers



Near Term Deliverables

Metro will advance the planned life cycle replacement of camera systems for the Metrobus fleet.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.5
Planned Investments	**($M)**
FY24	$13.1
FY25	$0.0
FY26	$0.0
FY27	$25.0
FY28	$50.0
FY29	$43.0
6-Year Total (FY24-FY29)	$131.1
10-Year Total (FY24-FY33)	$131.1
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$13.1
Reimbursable	$0.0
Debt	$0.0

Service Vehicle Acquisition Program (CIP0009)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

This program acquires service and maintenance support vehicles, including police vehicles, primarily to replace vehicles that are past their useful life. Metro will be transitioning to zero-emission vehicles and plans to reduce amount of vehicles in the fleet.

Expected Performance Outcome

To maintain the Authority's service vehicle fleet in a state of good repair, this program acquires service, police, and maintenance support vehicles.

Strategic Drivers

Near Term Deliverables

Metro will replace approximately 200 service vehicles.

Cost ($M)

Investments	($M)
FY23 Forecast	$7.1
Planned Investments	**($M)**
FY24	$9.1
FY25	$9.3
FY26	$10.7
FY27	$11.5
FY28	$14.0
FY29	$13.7
6-Year Total (FY24-FY29)	$68.3
10-Year Total (FY24-FY33)	$138.3
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$9.1
Reimbursable	$0.0
Debt	$0.0

Environmental Compliance Program (CIP0010)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): TBD

Description

This program designs, upgrades and replaces equipment and facilities to mitigate environmental impacts and maintain compliance with environmental regulations and directives from regulatory agencies.

Expected Performance Outcome

Allows Metro operations to continue by protecting the region's natural resources and human health and complying with environmental regulations.

Strategic Drivers

Near Term Deliverables

Metro will advance underground storage tank replacement (including at multiple maintenance facilities) and complete the New Hampshire Avenue Chiller Plant remediation.

Cost ($M)

Investments	($M)
FY23 Forecast	$7.0
Planned Investments	**($M)**
FY24	$17.7
FY25	$13.4
FY26	$10.2
FY27	$2.9
FY28	$3.7
FY29	$3.1
6-Year Total (FY24-FY29)	$51.0
10-Year Total (FY24-FY33)	$63.4
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.1
Dedicated Funding	$1.3
Reimbursable	$0.0
Debt	$16.2

MetroAccess Fleet Acquisition (CIP0015)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Paratransit
Program: Acquisition
Federal Participation (all years): Yes

Description

This program acquires vehicles for the paratransit fleet (MetroAccess), consistent with the MetroAccess fleet plan. Vehicle acquisition includes purchase of vans, minivans and sedans, in addition to making the necessary retrofits to add paratransit equipment and features. This program primarily supports the replacement of paratransit vehicles on a lifecycle basis.

Expected Performance Outcome

Prevents future reliability problems within the fleet as measured by the MetroAccess fleet reliability performance target of ≥22,000 miles between failure (example based on Metro's FY23 target). Newer vehicles also incorporate updated ADA standards, customer feedback on improvements and improved fuel efficiency.

Strategic Drivers

Safety
Security
Reliability/SGR

Near Term Deliverables

Metro will purchase approximately 200 vehicles. Metro will monitor and evaluate the performance of these vehicles to inform future decisions on the appropriate mix of vans and sedans including adoption of zero emission vehicles.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$4.7
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$9.5
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$6.8
Planned Investments	**($M)**
FY24	$14.2
FY25	$20.6
FY26	$15.8
FY27	$15.8
FY28	$16.0
FY29	$16.5
6-Year Total (FY24-FY29)	$99.0
10-Year Total (FY24-FY33)	$170.0
Beyond FY33	$0.0

Track Rehabilitation Program (CIP0024)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Rail
Program: Fixed Rail
Federal Participation (all years): Yes

Description

This program replaces, rehabilitates and provides preventative maintenance to Rail Systems in an effort to maintain a state of good repair. This includes rail replacement, stray current mitigation, track bed cleaning, drain rodding, vegetation controls, and other activities.

Expected Performance Outcome

Maintains track infrastructure in a state of good repair to prevent potential safety incidents and minimize disruptions to rail service as measured by the Rail Infrastructure performance target of ≤5.2% of track unavailable (example based on Metro's FY23 target).

Strategic Drivers

Near Term Deliverables

Metro will continue the systemwide state of good repair program which includes stabilization and tamping of track, cleaning of the track bed, and replacement or renewal of crossties, fasteners, grout pads, drains, insulators and switches.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$43.7
PRIIA/RSI Grants	$0.0
System Performance	$0.5
Dedicated Funding	$55.7
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$83.6
Planned Investments	**($M)**
FY24	$99.9
FY25	$105.8
FY26	$108.9
FY27	$117.0
FY28	$121.2
FY29	$119.8
6-Year Total (FY24-FY29)	$672.6
10-Year Total (FY24-FY33)	$1,227.5
Beyond FY33	$0.0

Roadway Equipment and Vehicle Program (CIP0025)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Rail
Program: Fixed Rail
Federal Participation (all years): Yes

Description

This program acquires roadway maintenance machines (RMM) used to maintain, repair, construct and inspect track and infrastructure across the system. This program replaces equipment that has reached the end of its useful life and is no longer feasible to maintain.

Expected Performance Outcome

Maximizes productivity of maintenance work through timely replacement of track equipment to address equipment availability, reliability, and fewer work delays due to equipment breakdowns. This state of good repair program supports the efficient use of work time for track outages.

Strategic Drivers

Near Term Deliverables

Metro will purchase, inspect, and put into service several types of track maintenance equipment including prime movers, flat cars, and ballast cars.

Cost ($M)

Investments	($M)
FY23 Forecast	$10.1
Planned Investments	**($M)**
FY24	$18.8
FY25	$38.6
FY26	$27.7
FY27	$26.8
FY28	$13.4
FY29	$1.0
6-Year Total (FY24-FY29)	$126.3
10-Year Total (FY24-FY33)	$127.6
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$18.8

Bicycle and Pedestrian Facility Rehabilitation (CIP0035)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): Yes

Description

This program will improve non-vehicular access to Metrorail stations including: replacing bicycle racks and lockers that have reached the end of their useful life; as well as improving sidewalks and curb designs.

Expected Performance Outcome

Improves the safety and security of customers through updated pedestrian access routes and bicycle storage facilities. Supports the region's goals of reducing vehicle use by providing additional and updated options to access Metrorail facilities by foot or bicycle.

Strategic Drivers

Near Term Deliverables

Metro will continue replacing existing bike lockers and racks with new automated lockers, covered bike racks, U-shaped racks, scooter corrals, and bike fix-it stations. Metro will also continue planning activities for future pedestrian walkways throughout the system to improve access.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.7
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$0.6
Planned Investments	**($M)**
FY24	$0.7
FY25	$3.6
FY26	$3.1
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$7.3
10-Year Total (FY24-FY33)	$7.3
Beyond FY33	$0.0

Procurement Program Support (CIP0036)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

Staff support for capital program procurement activity including support for the management and oversight of Metro's Small Business and Disadvantaged Business Enterprise Programs.

Expected Performance Outcome

Addresses Metro compliance with federal and local jurisdictional regulations, including those regarding minority and small business contracting matters, and supports timely procurement of capital program and project contracts.

Strategic Drivers

Near Term Deliverables

Metro will continue to provide support for capital-funded procurements to facilitate compliance in the issuance and management of those contracts.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$13.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

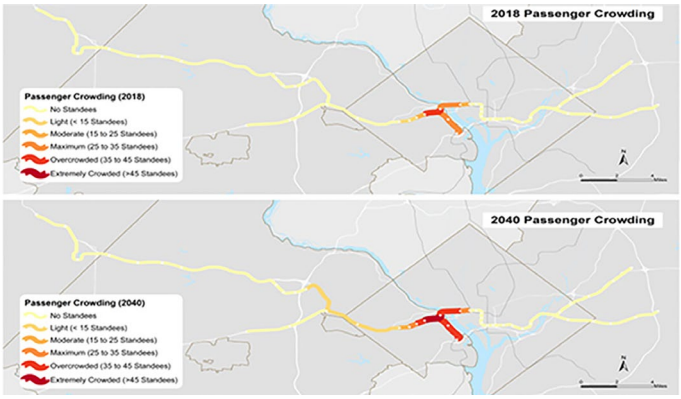
Investments	($M)
FY23 Forecast	$10.1
Planned Investments	**($M)**
FY24	$13.0
FY25	$13.4
FY26	$13.8
FY27	$14.3
FY28	$14.7
FY29	$15.1
6-Year Total (FY24-FY29)	$84.4
10-Year Total (FY24-FY33)	$149.5
Beyond FY33	$0.0

System Planning and Development (CIP0039)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

This program conducts near-term and long-range planning studies and produces plans for station improvements that improve pedestrian flow, travel time, customer experience, vertical transportation, bus and rail operations, and station access.



Expected Performance Outcome

Allows Metro to continue to improve service to equitably meet customer and regional needs.

Strategic Drivers

Near Term Deliverables

Metro will advance the planning, development, and review of potential improvements systemwide.

Cost ($M)

Investments	($M)
FY23 Forecast	$7.4
Planned Investments	**($M)**
FY24	$6.0
FY25	$6.1
FY26	$3.8
FY27	$3.8
FY28	$2.4
FY29	$2.4
6-Year Total (FY24-FY29)	$24.6
10-Year Total (FY24-FY33)	$34.1
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$6.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Asset Management Software Improvements (CIP0042)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program evaluates Metro's asset management business practices and supports implementation of new software.

Expected Performance Outcome

Allows Metro to better maintain assets due to improved awareness of condition and more efficient tracking of assets throughout their lifecycle from initial procurement to disposal.

Strategic Drivers

Near Term Deliverables

Metro will continue decommissioning the legacy product lifecycle management (PLM) software and transition the functionality to an existing asset management system.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$26.3
FY23 Forecast	$0.3
Planned Investments	**($M)**
FY24	$0.5
FY25	$1.4
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$1.9
10-Year Total (FY24-FY33)	$1.9
Beyond FY33	$0.0
Total Estimated Investment	$28.5

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.5
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓								
Operations Activation			✓								

Bus and Rail Scheduling and Operations Software Improvements (CIP0043)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): Yes

Description

This project will acquire software for both bus and rail scheduling functions.

Expected Performance Outcome

Increase the flexibility and efficiency of creating revenue service schedules to meet the needs of customers while reducing costs associated with operating and maintaining the system.

Strategic Drivers

Near Term Deliverables

Metro will advance design, development and implementation of the Bus and Rail scheduling system and complete small improvements to the current bus schedule applications.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$13.0
FY23 Forecast	$3.0
Planned Investments	**($M)**
FY24	$3.8
FY25	$11.3
FY26	$2.3
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$17.4
10-Year Total (FY24-FY33)	$17.4
Beyond FY33	$0.0
Total Estimated Investment	$33.4

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$3.8
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓		✓	✓	✓	✓					
Operations Activation	✓	✓	✓	✓	✓	✓					

Rail Service Management Software Improvements (CIP0056)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Rail
Program: IT
Federal Participation (all years):

Description

This program will provide software updates and system integration between the Rail Operations Control Center (ROCC) and Passenger Information Display System (PIDS) at each station, ensuring train information is accurate and available to customers.

Expected Performance Outcome

Provides information to Metrorail customers and employees regarding train arrival schedules and service disruptions.

Strategic Drivers

Near Term Deliverables

Metro will advance the upgrade and improvement of communications to Passenger Information Display Systems (PIDS) to include integration of new Silver Line Phase II stations, future Potomac Yard Station and new PIDS displays being installed systemwide.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$3.9
Planned Investments	**($M)**
FY24	$0.0
FY25	$4.1
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$4.1
10-Year Total (FY24-FY33)	$4.1
Beyond FY33	$0.0

8000-Series Railcars (CIP0059)

Initiative Type: Project
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Acquisition
Federal Participation (all years): No

Description

This project acquires up to 800 new 8000-series railcars. The initial delivery of 360 vehicles will replace the 2000 and 3000-series railcars.

Expected Performance Outcome

Maintaining fleet in a state of good repair for safety and reliability. Meets or exceeds the Rail Fleet Reliability performance target of ≥56,500 miles between failure for 8000-series railcars (example based on Metro's FY23 target) once fully implemented. New railcars provide improved customer features.

Strategic Drivers

Near Term Deliverables

Metro will continue railcar design and engineering of the 8000-series railcars.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$48.9
FY23 Forecast	$39.4
Planned Investments	**($M)**
FY24	$57.1
FY25	$64.7
FY26	$184.2
FY27	$176.9
FY28	$147.3
FY29	$198.0
6-Year Total (FY24-FY29)	$828.2
10-Year Total (FY24-FY33)	$1,141.6
Beyond FY33	$0.0
Total Estimated Investment	$1,229.9

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$57.1

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓										
Implementation and Construction	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Operations Activation					✓	✓	✓	✓	✓	✓	✓

Rail Vehicle Scheduled Maintenance Program (CIP0063)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Maintenance/Overhaul
Federal Participation (all years): Yes

Description

This program will support scheduled maintenance programs for all railcars. Major rail vehicle systems that will be addressed include, but are not limited to, replacement of components associated with wheels, brakes, traction motors, propulsion systems, HVAC, couplers, and vital relays.

Expected Performance Outcome

Maintains the rail fleet in a state of good repair to prevent future safety and reliability concerns to meet or exceed the Rail Fleet Reliability performance target.

Strategic Drivers

Near Term Deliverables

Metro will overhaul and conduct Scheduled Maintenance Programs (SMP) for 168 railcars. The scheduled overhaul will include vehicles 2000, 3000, 6000, and 7000-series railcars.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$40.4
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$53.4
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$84.9
Planned Investments	**($M)**
FY24	$93.8
FY25	$91.8
FY26	$94.4
FY27	$97.1
FY28	$94.9
FY29	$67.7
6-Year Total (FY24-FY29)	$539.9
10-Year Total (FY24-FY33)	$961.1
Beyond FY33	$0.0

Rail Vehicle Safety & Reliability Improvements (CIP0067)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Maintenance/Overhaul
Federal Participation (all years): No

Description

This program performs engineering analysis, diagnosis, testing and resolution of safety, maintenance and operational issues for Metro railcars.

Expected Performance Outcome

Improves and maintains the reliability of the railcar fleet as measured by the Rail Fleet Reliability performance target of ≥14,000 miles between failure for the legacy fleet (example based on Metro's FY23 target).

Strategic Drivers

Near Term Deliverables

Metro will continue to design and implement reliability improvements to the 7000 Series HVAC system while also testing the effectiveness and compatibility of higher MERV-rated filtration systems and possible alternatives on railcar fleet.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$3.6
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$7.1
Planned Investments	**($M)**
FY24	$3.6
FY25	$2.7
FY26	$2.8
FY27	$2.9
FY28	$3.0
FY29	$3.0
6-Year Total (FY24-FY29)	$18.0
10-Year Total (FY24-FY33)	$31.1
Beyond FY33	$0.0

Elevator Rehabilitation Program (CIP0072)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Vertical Transportation
Federal Participation (all years): Yes

Description

This program rehabilitates elevators at Metrorail stations across the system including the replacement of internal elevator components and lighting upgrades to maintain a state of good repair and improve accessibility and security.

Expected Performance Outcome

Maintains elevators in a state of good repair to provide accessibility and preserve availability as measured by the Elevator Availability performance target of ≥97.5% (example per Metro's FY23 target).

Strategic Drivers

Near Term Deliverables

Metro will rehabilitate approximately fifteen elevator units at various locations around the system.

Cost ($M)

Investments	($M)
FY23 Forecast	$4.3
Planned Investments	**($M)**
FY24	$6.6
FY25	$6.5
FY26	$6.5
FY27	$7.1
FY28	$10.0
FY29	$9.0
6-Year Total (FY24-FY29)	$45.7
10-Year Total (FY24-FY33)	$84.9
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$6.3
System Performance	$0.0
Dedicated Funding	$0.3
Reimbursable	$0.0
Debt	$0.0

Escalator Rehabilitation Program (CIP0073)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Vertical Transportation
Federal Participation (all years): Yes

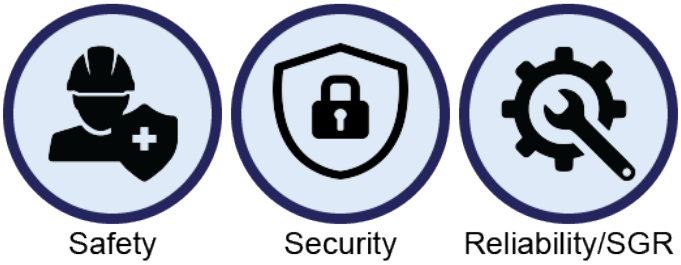
Description

This program rehabilitates escalators at Metrorail stations to maintain a state of good repair and installs lighting to improve customer safety and security.

Expected Performance Outcome

Maintains escalators in a state of good repair to prevent potential safety issues and preserve availability as measured by the Escalator Availability performance target of ≥92.9% (example based on Metro's FY23 target).

Strategic Drivers



Near Term Deliverables

Metro will rehabilitate approximately 24 units systemwide.

Cost ($M)

Investments	($M)
FY23 Forecast	$19.7
Planned Investments	**($M)**
FY24	$20.9
FY25	$31.3
FY26	$9.6
FY27	$14.7
FY28	$12.9
FY29	$16.4
6-Year Total (FY24-FY29)	$105.7
10-Year Total (FY24-FY33)	$157.1
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$19.5
System Performance	$0.0
Dedicated Funding	$1.4
Reimbursable	$0.0
Debt	$0.0

Rail System Power Upgrades (CIP0076)

Initiative Type: Project
Category: Rail Systems
Location: Systemwide
Mode: Rail
Program: Power
Federal Participation (all years): Yes

Description

This project will upgrade and replace electrical infrastructure equipment to improve performance of the rail power system and accommodate additional eight-car trains. Upgrades to the rail power infrastructure include traction power substations, tie breaker stations, cabling, and transformers to both increase system capacity and reliability. Future upgrades on the Red, Yellow, and Green lines will be completed with the state of good repair work under CIP0253.

Expected Performance Outcome

Contributes to Metro's ability to operate more eight-car trains in revenue service to increase capacity, reduce crowding, and improve the riding experience for Metrorail customers.

Strategic Drivers

Near Term Deliverables

This project will conclude upgrades of traction power substations and tie breaker stations included on the Blue Line and the Red/Orange/Green.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$239.1
FY23 Forecast	$22.9
Planned Investments	**($M)**
FY24	$5.9
FY25	$0.0
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$5.9
10-Year Total (FY24-FY33)	$5.9
Beyond FY33	$0.0
Total Estimated Investment	$267.9

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.1
Debt	$5.8

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓									
Operations Activation	✓	✓									

Station and Facility Restoration Program (CIP0087)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): Yes

Description

This program consists of evaluation of station condition, replacement of worn materials and fixtures, thorough cleaning and power washing of concrete and architectural features and the rehabilitation of restrooms and breakrooms. Each Metrorail station is scheduled for restoration approximately every four years.

Expected Performance Outcome

Provides customers and employees with a safe, clean and well-maintained environment.

Strategic Drivers

Near Term Deliverables

Metro will provide station restoration for a minimum of 12 stations which will include concrete cleaning, masonry work, painting, and station signage.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$2.2
Reimbursable	$0.0
Debt	$11.4

Cost ($M)

Investments	($M)
FY23 Forecast	$13.3
Planned Investments	**($M)**
FY24	$13.6
FY25	$13.9
FY26	$14.3
FY27	$15.6
FY28	$12.8
FY29	$13.2
6-Year Total (FY24-FY29)	$83.4
10-Year Total (FY24-FY33)	$140.3
Beyond FY33	$0.0

Station Entrance Canopy Installation (CIP0088)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): Yes

Description

This project installs new station entrance canopies over entry escalators and stairways.

Expected Performance Outcome

Improves the reliability and useful life of escalators by protecting escalators and stairways from exposure to weather as measured by the Escalator Availability performance target of ≥92.9% escalators in a state of good repair (example based on Metro's FY23 target) . Provides additional coverage for customers as they enter and exit the station.

Strategic Drivers

Near Term Deliverables

Metro will continue Phase 4 construction of station entrance canopies at selected stations, including Judiciary Square, Arlington Cemetery, Smithsonian, U Street, and Archives/Navy Memorial.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$46.8
FY23 Forecast	$10.4
Planned Investments	**($M)**
FY24	$8.8
FY25	$13.0
FY26	$9.7
FY27	$5.7
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$37.3
10-Year Total (FY24-FY33)	$37.3
Beyond FY33	$0.0
Total Estimated Investment	$94.5

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$7.6
PRIIA/RSI Grants	$0.0
System Performance	$0.3
Dedicated Funding	$0.9
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓	✓						
Operations Activation	✓	✓	✓	✓	✓						

Joint Development Program Support (CIP0099)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

This program supports the technical, legal, real estate advisory, and related services to support joint development planning and execution.

Expected Performance Outcome

Allows Metro to perform appropriate due diligence and accelerates the process to support joint development near stations, increase ridership and economic development.

Strategic Drivers

Near Term Deliverables

Metro will continue to assess market readiness, infrastructure needs, and development capacity in order to align adjacent land development and jurisdictional interests.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$2.2
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$1.2
Planned Investments	**($M)**
FY24	$2.2
FY25	$2.0
FY26	$2.0
FY27	$2.0
FY28	$2.0
FY29	$2.0
6-Year Total (FY24-FY29)	$12.2
10-Year Total (FY24-FY33)	$20.2
Beyond FY33	$0.0

Internal Compliance Capital Management Support (CIP0101)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

This program supports the performance of internal audits and oversight of the capital program.

Expected Performance Outcome

Allows Metro's capital program to be executed with strong organizational governance, internal controls and effective risk management.

Strategic Drivers

Near Term Deliverables

Metro will perform audits of various capital project and business processes related to the delivery of capital programs and projects.

Cost ($M)

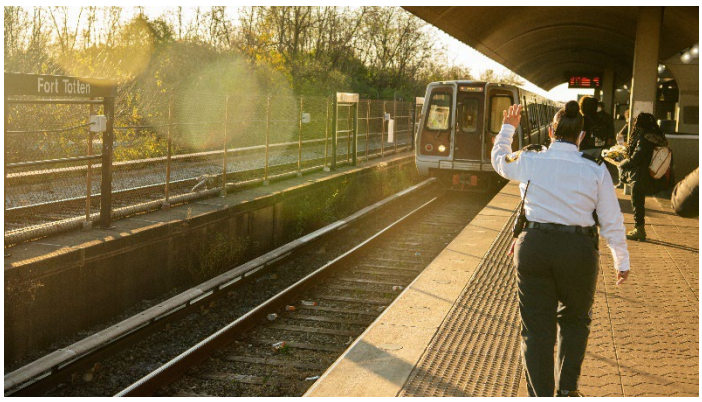
Investments	($M)
FY23 Forecast	$1.6
Planned Investments	**($M)**
FY24	$1.2
FY25	$1.2
FY26	$1.3
FY27	$1.3
FY28	$1.4
FY29	$1.4
6-Year Total (FY24-FY29)	$7.8
10-Year Total (FY24-FY33)	$13.8
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$1.2
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Police District III Substation (CIP0102)

Initiative Type: Project
Category: Business & Operations Support
Location: Maryland
Mode: Systemwide
Program: MTPD
Federal Participation (all years):



Description

This project provides a permanent and dedicated transit police substation by renovating a former child care facility at Morgan Boulevard Station to serve as a police substation with administrative office workspace, locker rooms, a break room, gym, interview rooms, and other workspaces.

Expected Performance Outcome

Improves the distribution of police personnel to strengthen customer safety and security through reduced response times to police calls as measured by the employee injury rate performance target of ≤20.6 injuries per 200,000 hours worked, and the customer injury rate performance target of ≤56.4 injuries per 10 million revenue miles (examples based on Metro's FY23 targets).

Strategic Drivers

Near Term Deliverables

Metro will complete construction of a new police substation at the Morgan Boulevard Station in Maryland.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$1.9
FY23 Forecast	$7.2
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.1
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$0.1
10-Year Total (FY24-FY33)	$0.1
Beyond FY33	$0.0
Total Estimated Investment	$9.2

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓										
Operations Activation	✓	✓	✓								

Rhode Island Avenue Station Structural Repair (CIP0108)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: District of Columbia
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years):

Description

This project rehabilitates structural components and mechanical systems at the Rhode Island Avenue Station, including the platform structure, station canopy, and life-safety systems.

Expected Performance Outcome

Brings the Rhode Island Avenue Station structural components into a state of good repair and addresses known defects to prevent potential safety and reliability concerns as measured by the Rail customer injury rate performance target of ≤20.6 injuries per 10 million revenue miles and on-time performance target of ≥92% for customer trips (examples based on Metro's FY23 targets).

Strategic Drivers

Near Term Deliverables

No planned deliverables in FY2024.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$19.7
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.0
FY27	$1.0
FY28	$9.0
FY29	$0.0
6-Year Total (FY24-FY29)	$10.0
10-Year Total (FY24-FY33)	$10.0
Beyond FY33	$0.0
Total Estimated Investment	$29.7

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation					✓						
Implementation and Construction						✓					
Operations Activation						✓					

Transit Police Support Equipment (CIP0127)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: MTPD
Federal Participation (all years): Yes

Description

This program will provide acquisition and lifecycle replacement of various support equipment for the Metro Transit Police Department (MTPD), including personal protection, surveillance, and access control equipment.

Expected Performance Outcome

Supports the security of Metro's customers and employees by equipping MTPD.

Strategic Drivers

Near Term Deliverables

Metro will continue acquisition and lifecycle replacement of support equipment for MTPD including body cameras.

Cost ($M)

Investments	($M)
FY23 Forecast	$3.4
Planned Investments	**($M)**
FY24	$0.9
FY25	$2.7
FY26	$2.2
FY27	$0.7
FY28	$0.3
FY29	$1.2
6-Year Total (FY24-FY29)	$7.9
10-Year Total (FY24-FY33)	$10.2
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.9
Reimbursable	$0.0
Debt	$0.0

Capital Program Financing Support (CIP0131)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program funds the availability fees and interest expense for Metro's short-term line of credit used for capital program expenditures.

Expected Performance Outcome

Provides Metro access to borrowing to finance the capital program.

Strategic Drivers

Near Term Deliverables

Metro will continue to fund the lines of credit and interim financing costs necessary to finance capital program cash flow needs.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.6
Planned Investments	**($M)**
FY24	$1.0
FY25	$2.0
FY26	$2.0
FY27	$2.0
FY28	$2.0
FY29	$2.0
6-Year Total (FY24-FY29)	$11.0
10-Year Total (FY24-FY33)	$19.0
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$1.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Escalator and Elevator Overhaul Program (CIP0132)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Vertical Transportation
Federal Participation (all years): Yes

Description

This program rehabilitates or replaces escalator and elevator components based on condition and asset management criteria.

Expected Performance Outcome

Maintains elevators and escalators in a state of good repair to preserve availability as measured by the Elevator Availability performance target of ≥97.5% elevators in a state of good repair and the Escalator Availability performance target of ≥92.9% escalators in a state of good repair (examples based on Metro's FY23 targets).

Strategic Drivers

Near Term Deliverables

Metro will repair and replace escalator and elevator components including speed reducer motors, and rack and axle units; refurbish gearboxes, brake board and escalator steps. Metro will advance the production of 10,000 replacement escalators' steps.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$7.5

Cost ($M)

Investments	($M)
FY23 Forecast	$8.5
Planned Investments	**($M)**
FY24	$7.5
FY25	$7.7
FY26	$8.0
FY27	$8.2
FY28	$9.2
FY29	$8.7
6-Year Total (FY24-FY29)	$49.2
10-Year Total (FY24-FY33)	$86.6
Beyond FY33	$0.0

Radio Infrastructure Replacement (CIP0136)

Initiative Type: Project
Category: Rail Systems
Location: Systemwide
Mode: Rail
Program: Signals & Communications
Federal Participation (all years): Yes

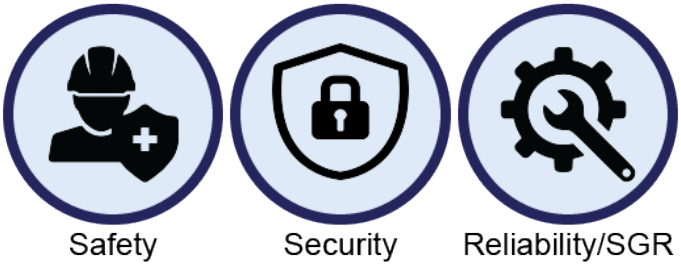
Description

This project replaces Metro's outdated internal communication and public safety radio systems, as required by the Federal Communications Commission (FCC). This includes the public safety radio system, the Metro area radio system and cellular services throughout the system allowing customers to utilize cellular service while underground.

Expected Performance Outcome

Improves Metro's ability to communicate with first responders in the surrounding jurisdictions efficiently, enhancing the safety and security of customers using the system. Increases internal efficiency by enabling employees to communicate with the Operations Control Centers and management seamlessly throughout the system. Also, provides wireless coverage throughout the underground portions of Metrorail, which improves the customer's riding experience and makes Metrorail a more attractive option.

Strategic Drivers



Near Term Deliverables

Metro will continue the installation of the new radio system, take delivery of additional handheld radio and subscriber units, and install the remaining Metro box enclosures to cover Metro's above and underground system for both radio and wireless use.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$351.9
FY23 Forecast	$39.7
Planned Investments	**($M)**
FY24	$49.9
FY25	$0.3
FY26	$0.3
FY27	$0.3
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$50.9
10-Year Total (FY24-FY33)	$50.9
Beyond FY33	$0.0
Total Estimated Investment	$442.5

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$16.8
System Performance	$0.0
Dedicated Funding	$21.4
Reimbursable	$0.0
Debt	$11.7

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓	✓	✓					
Operations Activation	✓	✓	✓								

Rail Vehicle Preventive Maintenance (CIP0142)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Maintenance/Overhaul
Federal Participation (all years): Yes

Description

This program supports a portion of the annual preventive maintenance activities of the railcar fleet. The balance of activity is charged to Metro's operating budget.

Expected Performance Outcome

Allows railcars to receive necessary preventive maintenance to maintain the fleet in a state of good repair as measured by the Rail Fleet Reliability performance target of ≥14,000 miles between failure for the legacy fleet (example based on Metro's FY23 target).

Strategic Drivers

Near Term Deliverables

Metro will continue to perform routine inspections and scheduled maintenance on railcars.

Cost ($M)

Investments	($M)
FY23 Forecast	$59.0
Planned Investments	**($M)**
FY24	$155.0
FY25	$59.0
FY26	$59.0
FY27	$59.0
FY28	$59.0
FY29	$59.0
6-Year Total (FY24-FY29)	$450.0
10-Year Total (FY24-FY33)	$686.0
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$155.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Bus Vehicle Preventive Maintenance (CIP0143)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Maintenance/Overhaul
Federal Participation (all years): Yes

Description

This program supports a portion of the annual preventive maintenance activities of the Metrobus fleet. The balance of activity is charged to Metro's operating budget.

Expected Performance Outcome

Allows the bus fleet to receive necessary preventive maintenance to maintain the fleet in a state of good repair as measured by the Bus Fleet Reliability performance indicator of ≥8,200 miles between failure (example based on Metro's FY23 target).

Strategic Drivers

Near Term Deliverables

Metro will continue to perform routine inspections and scheduled maintenance on buses.

Cost ($M)

Investments	($M)
FY23 Forecast	$1.0
Planned Investments	**($M)**
FY24	$45.0
FY25	$1.0
FY26	$1.0
FY27	$1.0
FY28	$1.0
FY29	$1.0
6-Year Total (FY24-FY29)	$50.0
10-Year Total (FY24-FY33)	$54.0
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

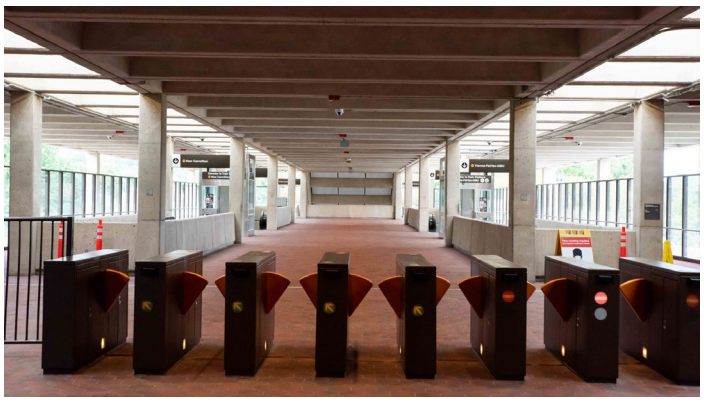
FY24 Funding Source(s)	($M)
Federal Grants	$45.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Facility Security Monitoring Equipment Program (CIP0145)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Systemwide
Program: Station Systems
Federal Participation (all years): No

Description

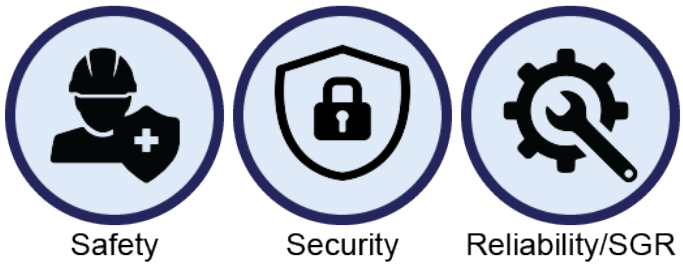
This program will provide for the hardening and improvement of security at various rail yards, stations, and facilities by installing cameras, public address systems, intercoms and additional security measures. Metro is piloting ways to enhance the Rail Operations Control Center's situational awareness of operating conditions in the tunnel through the installation of cameras.



Expected Performance Outcome

Addresses the safety and security of customers and employees through monitoring of the interior and exterior of stations and facilities. Monitoring deters crime, enables clear communication of public safety notices in rail stations and supports proper functioning of devices used to request assistance.

Strategic Drivers



Near Term Deliverables

Advance replacement and upgrade of life-safety and security systems at various locations system-wide. These modernization upgrades can include expanded cameras, intrusion detection and access control systems, new intercoms and communication equipment, and the infrastructure needed to support this equipment.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$8.1
Reimbursable	$0.0
Debt	$6.6

Cost ($M)

Investments	($M)
FY23 Forecast	$16.1
Planned Investments	**($M)**
FY24	$14.7
FY25	$10.8
FY26	$13.4
FY27	$12.9
FY28	$26.5
FY29	$17.5
6-Year Total (FY24-FY29)	$95.8
10-Year Total (FY24-FY33)	$367.5
Beyond FY33	$0.0

Support Facility Fire System Rehabilitation (CIP0150)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Rail
Program: Support Equipment/Services
Federal Participation (all years): Yes

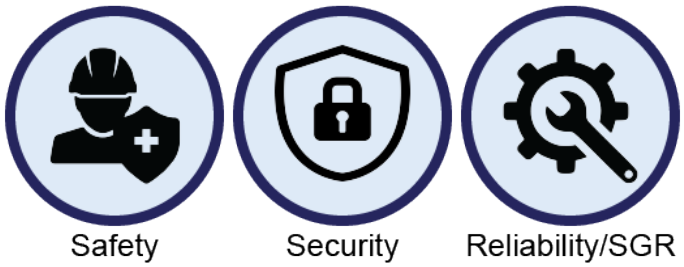
Description

This project upgrades fire alarm and electronic security systems at support facilities including bus garages, railyards, and administrative buildings.

Expected Performance Outcome

Improves compliance with National Fire Protection Association (NFPA) standards, which will improve the safety of Metro employees, help safeguard Metro assets, and maintain current fire alarm systems in a state of good repair.

Strategic Drivers



Near Term Deliverables

Metro will upgrade fire alarms, compressed natural gas sensors, and security systems at support facilities.

Cost ($M)

Investments	($M)
FY23 Forecast	$4.5
Planned Investments	**($M)**
FY24	$3.4
FY25	$1.5
FY26	$0.0
FY27	$2.5
FY28	$3.5
FY29	$10.0
6-Year Total (FY24-FY29)	$20.8
10-Year Total (FY24-FY33)	$63.6
Beyond FY33	$41.2

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$3.1
PRIIA/RSI Grants	$0.0
System Performance	$0.2
Dedicated Funding	$0.1
Reimbursable	$0.0
Debt	$0.0

Rail Station Cooling Rehabilitation Program (CIP0151)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Station Systems
Federal Participation (all years): Yes

Description

This program rehabilitates and replaces station cooling system components including, but not limited to, chiller plants, cooling towers, water piping, ventilation systems, air handling units, and ductwork. During the warmer months of the calendar year, Metro operates equipment to cool and circulate the ambient air in parts of the station.

Expected Performance Outcome

Supports customer and employee comfort during hot days.

Strategic Drivers

Near Term Deliverables

Metro will advance rehabilitation of chiller plants and piping throughout the system.

Cost ($M)

Investments	($M)
FY23 Forecast	$4.7
Planned Investments	**($M)**
FY24	$9.3
FY25	$7.7
FY26	$0.5
FY27	$0.2
FY28	$0.5
FY29	$0.5
6-Year Total (FY24-FY29)	$18.7
10-Year Total (FY24-FY33)	$18.7
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

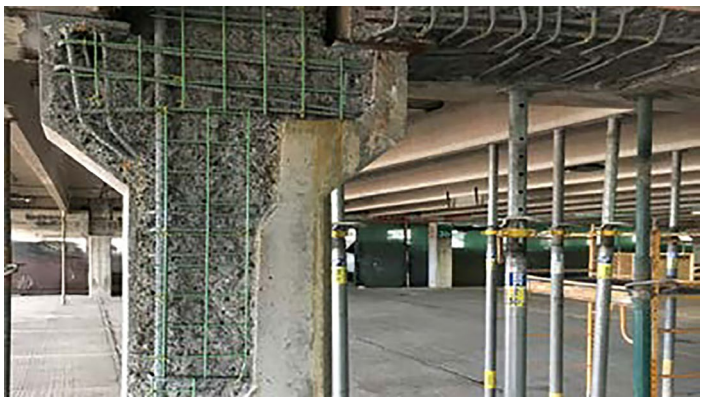
FY24 Funding Source(s)	($M)
Federal Grants	$5.7
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$3.6

Parking Garage and Surface Lot Rehabilitation (CIP0152)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): Yes

Description

This program rehabilitates parking facilities including garages and surface lots.



Expected Performance Outcome

Allows parking facilities to be maintained in a state of good repair to prevent property damage, improve the customer experience, and improve customer safety.

Strategic Drivers

Near Term Deliverables

Advance necessary maintenance activities to allow parking assets to achieve their intended useful life. Metro will progress the rehabilitation of parking facilities at Addison Road, Huntington (East), Wheaton, Anacostia, New Carrollton and Shady Grove.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$4.0
PRIIA/RSI Grants	$0.0
System Performance	$2.1
Dedicated Funding	$7.7
Reimbursable	$0.0
Debt	$5.5

Cost ($M)

Investments	($M)
FY23 Forecast	$15.5
Planned Investments	**($M)**
FY24	$19.3
FY25	$22.0
FY26	$13.2
FY27	$4.5
FY28	$29.9
FY29	$27.3
6-Year Total (FY24-FY29)	$116.1
10-Year Total (FY24-FY33)	$230.8
Beyond FY33	$208.2

Facility Roof Rehabilitation and Replacement (CIP0170)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

This program supports facility roof rehabilitation and replacement including the preparation of assessment reports, sampling, removal, and installation of new roofing systems. Metro has over 600 locations that need to be maintained in a state of good repair.

Expected Performance Outcome

Addresses the protection of critical infrastructure, systems, and contents of Metro's buildings and helps prevent potential safety issues.

Strategic Drivers

Near Term Deliverables

Metro will advance roof replacements at Carmen Turner, New Carrollton Rail Yard, Greenbelt Rail Yard and various traction power substations, tie breaker stations, and parking facilities.

Cost ($M)

Investments	($M)
FY23 Forecast	$11.6
Planned Investments	**($M)**
FY24	$7.4
FY25	$12.1
FY26	$8.8
FY27	$8.0
FY28	$7.0
FY29	$1.0
6-Year Total (FY24-FY29)	$44.3
10-Year Total (FY24-FY33)	$54.7
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

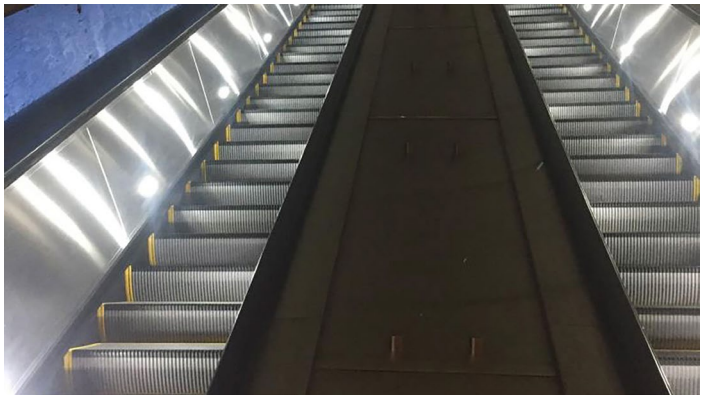
FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$7.4

Escalator Replacement (CIP0185)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Vertical Transportation
Federal Participation (all years): Yes

Description

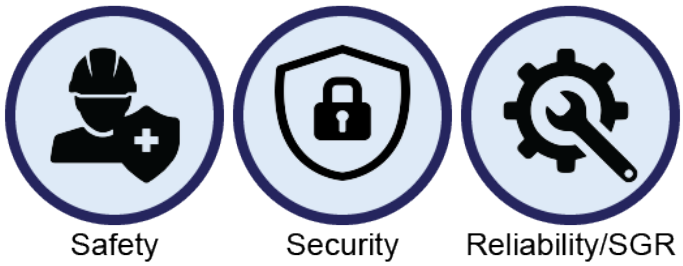
This program replaces escalators that have reached the end of their useful life and installs lighting to improve customer safety and security.



Expected Performance Outcome

Maintains escalators in a state of good repair to prevent potential safety and security issues, reduce customer injuries, and preserve availability as measured by the Escalator Availability performance target of ≥92.9% (example based on Metro's FY23 target). In addition, modernized units are as much as 30% more energy efficient than the old units.

Strategic Drivers



Near Term Deliverables

Metro will replace approximately 24 of the oldest and poorest performing escalator units in the system.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$34.8
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

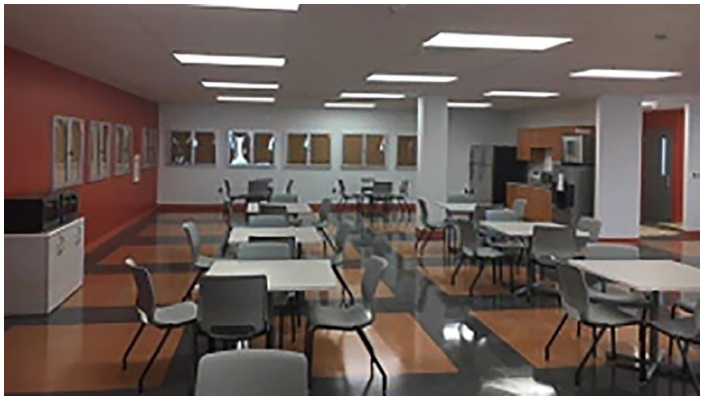
Investments	($M)
FY23 Forecast	$35.5
Planned Investments	**($M)**
FY24	$34.8
FY25	$30.4
FY26	$30.4
FY27	$20.9
FY28	$9.8
FY29	$0.0
6-Year Total (FY24-FY29)	$126.3
10-Year Total (FY24-FY33)	$126.3
Beyond FY33	$0.0

Support Facility Improvements (CIP0197)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): TBD

Description

This program provides for the rehabilitation of support facilities to maintain them in a state of good repair.



Expected Performance Outcome

Improves the productivity and satisfaction of Metro employees and improves Metro's ability to recruit and maintain workforce by providing safer and more modern facilities and worker amenities.

Strategic Drivers

Near Term Deliverables

Continue to develop project implementation schedules for renovation of employee breakrooms at bus garages and railyards. Metro will begin rehabilitation of mechanical systems at various facilities throughout the system.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$1.2
Reimbursable	$0.0
Debt	$12.8

Cost ($M)

Investments	($M)
FY23 Forecast	$7.1
Planned Investments	**($M)**
FY24	$14.0
FY25	$8.6
FY26	$12.4
FY27	$11.6
FY28	$6.3
FY29	$0.0
6-Year Total (FY24-FY29)	$52.9
10-Year Total (FY24-FY33)	$52.9
Beyond FY33	$0.0

Railcar Rooftop Access Platform (CIP0204)

Initiative Type: Project
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): TBD

Description

This project installs railcar rooftop access platforms at Alexandria, Brentwood, Shady Grove, Branch Avenue and Greenbelt railyards to allow safe and efficient maintenance of HVAC units on railcars.

Expected Performance Outcome

Provides safe access to the rooftop HVAC units on railcars for maintenance personnel.

Strategic Drivers

Near Term Deliverables

Metro will continue close-out of the projects for the railcar rooftop access platforms including relocation of fire safety systems to meet current code.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$16.3
FY23 Forecast	$0.5
Planned Investments	**($M)**
FY24	$0.4
FY25	$0.4
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$0.8
10-Year Total (FY24-FY33)	$0.8
Beyond FY33	$0.0
Total Estimated Investment	$17.6

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.1
Reimbursable	$0.0
Debt	$0.3

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓										
Implementation and Construction	✓										
Operations Activation	✓	✓	✓								

Track Pollution Prevention (CIP0210)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years):

Description

This project designs and implements modifications to fueling areas at railyards to ensure that spills in the trackbed are sufficiently treated and enclosed. Currently, routine fuel spills lead to contamination of the ballast and ground and result in non-compliance with regulatory requirements.

Expected Performance Outcome

Prevent routine fuel spills from contaminating the ballast and ground and maintain compliance with regulatory requirements as per the Clean Water Act (CWA) and Chesapeake Bay Restoration Act (CBRA).

Strategic Drivers

Near Term Deliverables

No planned deliverables in FY24.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.8
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.0
FY27	$5.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$5.0
10-Year Total (FY24-FY33)	$28.0
Beyond FY33	$0.0
Total Estimated Investment	$28.8

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation					✓						
Implementation and Construction								✓	✓	✓	✓
Operations Activation											

Sustainability/Resiliency Program (CIP0212)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program develops and advances policies, programs and partnerships in support of Metro's Sustainability Vision and Principles including addressing the impact of climate change. The program includes testing and evaluating new technology and processes for suitability and performance across Metro operations. Once developed, these technologies and processes can be rolled out fully across Metro as part of wider capital investments or operational improvements. Projects typically focus on methods to reduce waste, decrease consumption of energy and water, and assess resilience against environmental factors.

Expected Performance Outcome

Identifies and advances innovative investments and process improvements to reduce waste and energy consumption, improve environmental stewardship, increase Metro's resiliency, and contribute to equity and quality of life in the region.

Strategic Drivers

Near Term Deliverables

Continue to support high-value sustainability projects and the development and dissemination of an agency-wide Sustainability Action Plan. Metro will continue making improvements to waste management and recycling processes throughout the system and investigate zero-emission solutions for customer EV parking and leaf blowers.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$4.7
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$2.2
Planned Investments	**($M)**
FY24	$4.7
FY25	$3.6
FY26	$3.6
FY27	$3.6
FY28	$4.6
FY29	$5.3
6-Year Total (FY24-FY29)	$25.4
10-Year Total (FY24-FY33)	$39.8
Beyond FY33	$0.0

Capital Program Development Support (CIP0213)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program supports resources necessary to perform capital program development, monitoring, reporting, and strategic planning.

Expected Performance Outcome

Improves Metro's ability to plan, evaluate, prioritize, and report on its extensive capital improvement program.

Strategic Drivers

Near Term Deliverables

Support Metro's Capital Program planning & programming, transit asset management, and financial & grant management.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$28.9
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$26.6
Planned Investments	**($M)**
FY24	$28.9
FY25	$27.2
FY26	$26.6
FY27	$25.0
FY28	$25.0
FY29	$25.0
6-Year Total (FY24-FY29)	$157.6
10-Year Total (FY24-FY33)	$257.6
Beyond FY33	$0.0

Metrorail Station Improvements (CIP0218)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): No

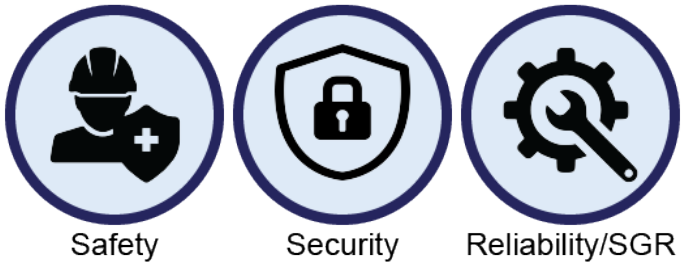
Description

This program supports rehabilitation of station components throughout the system including shaft repairs, entry gates, flooring, and other components and amenities.

Expected Performance Outcome

Improves safety and customer experience by modernizing and maintaining Metrorail station infrastructure and systems in a state of good repair. Prevents crime and increases the security of employees and customers by ensuring station entry gates are functional.

Strategic Drivers



Near Term Deliverables

Metro will continue to replace and upgrade elements within rail stations (e.g., passenger information displays, gates, flooring, lighting, security, etc.). Includes removal of existing escalator, portion of stairs and construction of new concrete stairs, granite treads, pavers, and illuminated handrails at Judiciary Square (north stair), Bethesda (stair) and College Park-University of Maryland (stair).

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$1.9

Cost ($M)

Investments	($M)
FY23 Forecast	$0.7
Planned Investments	**($M)**
FY24	$1.9
FY25	$3.1
FY26	$1.8
FY27	$2.0
FY28	$10.0
FY29	$10.0
6-Year Total (FY24-FY29)	$28.8
10-Year Total (FY24-FY33)	$28.8
Beyond FY33	$0.0

Rail Station Lighting Improvements (CIP0219)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Station Systems
Federal Participation (all years): Yes

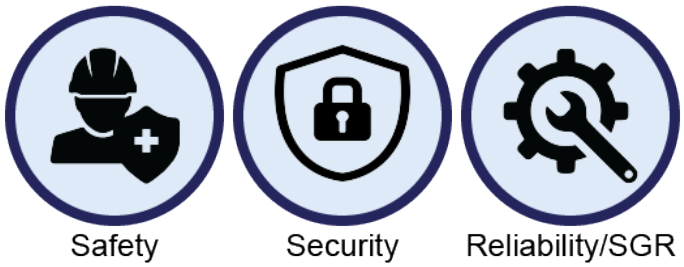
Description

This program improves the lighting and illumination levels within rail stations, including mezzanines, lower level platforms and track beds of Metrorail stations. In addition, exterior lighting as customers access the stations including station pathways and bus loops, are also replaced through this program.

Expected Performance Outcome

Provides lighting to improve customer and employee safety and security. In addition, newer lights are more efficient and reduce Metro's energy consumption.

Strategic Drivers



Near Term Deliverables

Metro will continue upgrades to station lighting for platform edges, above ground, and ancillary rooms. Start planning and begin upgrades to exterior lighting conditions outside of various stations to include common areas, pathways and parking lots in the six-year period.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$60.0

Cost ($M)

Investments	($M)
FY23 Forecast	$8.1
Planned Investments	**($M)**
FY24	$60.0
FY25	$25.2
FY26	$30.8
FY27	$0.0
FY28	$0.0
FY29	$25.7
6-Year Total (FY24-FY29)	$141.7
10-Year Total (FY24-FY33)	$288.1
Beyond FY33	$0.0

Bus Planning Studies Program (CIP0220)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): No

Description

This program advances Metrobus planning studies necessary to sustain the network of services and facilities. Efforts focus on service plans, customer information, facilities management, bus stop accessibility, transit operations, traffic management and service delivery.

Expected Performance Outcome

Optimizes bus service levels and delivery by Metro and other bus services across the region.

Strategic Drivers

Near Term Deliverables

Metro will advance bus planning studies evaluating integrating systems, services and facilities.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$1.3
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$1.0
Planned Investments	**($M)**
FY24	$1.3
FY25	$1.1
FY26	$1.0
FY27	$1.3
FY28	$2.0
FY29	$1.3
6-Year Total (FY24-FY29)	$7.9
10-Year Total (FY24-FY33)	$12.9
Beyond FY33	$0.0

Bus Customer Facility Improvements (CIP0221)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): Yes

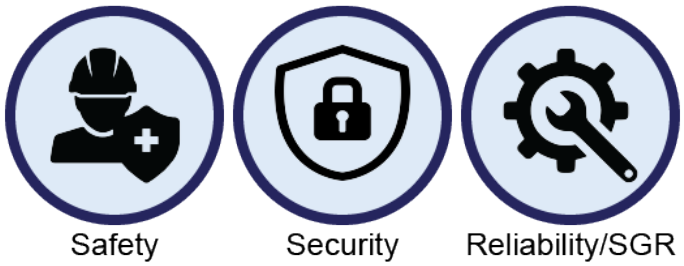
Description

This program upgrades Metrobus facilities and amenities to achieve and maintain a state of good repair and improve delivery of customer information.

Expected Performance Outcome

Provides more comfortable bus shelters and improves compliance with ADA guidelines. Improves customer communication and information through proper signage, maps and schedules for customers to see clearly bus stops and bus route timetables.

Strategic Drivers



Near Term Deliverables

Metro will replace bus shelters in service beyond their useful life, replace paper signage, and improve bus stop infrastructure (route/sign poles, bus stop decals, wayfinding signage). Customer Electronic Information Displays will be installed.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.5
PRIIA/RSI Grants	$0.0
System Performance	$1.6
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$10.8

Cost ($M)

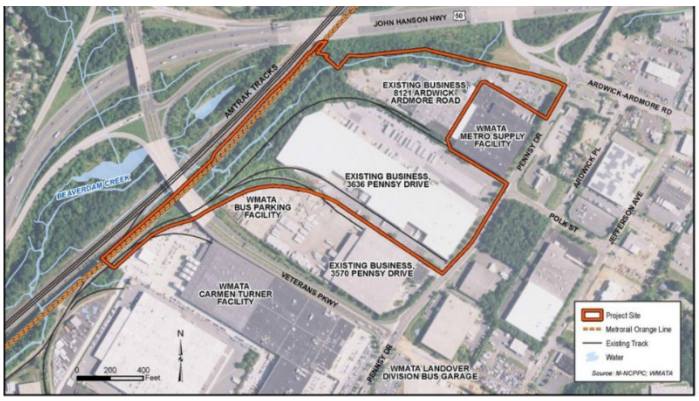
Investments	($M)
FY23 Forecast	$8.0
Planned Investments	**($M)**
FY24	$12.9
FY25	$12.2
FY26	$12.2
FY27	$12.2
FY28	$15.7
FY29	$19.1
6-Year Total (FY24-FY29)	$84.2
10-Year Total (FY24-FY33)	$114.0
Beyond FY33	$6.9

Railcar Repair and Maintenance Facility (CIP0225)

Initiative Type: Project
Category: Railcar and Railcar Facilities
Location: Maryland
Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): Yes

Description

This project constructs a new railcar repair and maintenance facility in Landover, MD. This will centralize most of Metro's railcar scheduled maintenance program (SMP) functions into a dedicated facility. Currently, railcar rehabilitation, repairs, and maintenance functions are split between Brentwood and Greenbelt Rail Yards along with ongoing service and inspection (S&I) work.



Expected Performance Outcome

Provides workers with a safer, more modern facility and shop equipment. Employee injury rate is expected to meet or exceed the Rail employee injury rate performance target of ≤3.6 injuries per 200,000 hours worked (example based on Metro's FY23 target).

Strategic Drivers

Near Term Deliverables

Metro will continue construction of the new facility. Construction activities will include foundational work, storm water and sewer infrastructure, track infrastructure, base building and core, and exterior enclosure.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$93.9
FY23 Forecast	$19.1
Planned Investments	**($M)**
FY24	$62.5
FY25	$202.6
FY26	$115.6
FY27	$93.4
FY28	$62.9
FY29	$0.0
6-Year Total (FY24-FY29)	$537.0
10-Year Total (FY24-FY33)	$537.0
Beyond FY33	$0.0
Total Estimated Investment	$650.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$56.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$6.4

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓										
Implementation and Construction	✓	✓	✓	✓	✓	✓					
Operations Activation						✓					

Flood Resiliency Infrastructure Upgrades (CIP0241)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Station Systems
Federal Participation (all years):

Description

Since the opening of the first Metro line over 40 years ago, changes in local development, aging of the system, updates in design guidelines and criteria, and the effects of extreme weather events have led to flooding vulnerabilities in the system. This project will assess and construct mitigations to protect stations from flood waters entering into the rail system.

Expected Performance Outcome

Reduces disruption to revenue service and increases customer safety by mitigating the risk of fire, smoke, and other incidents caused by water intrusion into Metrorail tunnels and stations as measured by the Rail Infrastructure Availability performance target of ≤5.2% of track under performance restrictions and the number of fire and smoke events to meet or exceed the performance target of ≤47 incidents annually (examples based on Metro's FY23 targets). Protects Metro infrastructure and equipment which reduces the frequency and cost of repairs and replacements.

Strategic Drivers

Near Term Deliverables

Metro will develop implementation projects based on the completed assessment, and plan the next set of stations to assess for flood resiliency improvements.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$7.8
FY23 Forecast	$1.7
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$5.0
6-Year Total (FY24-FY29)	$5.0
10-Year Total (FY24-FY33)	$29.4
Beyond FY33	$0.0
Total Estimated Investment	$38.9

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓						✓				
Implementation and Construction							✓	✓			
Operations Activation											

Rail System Drainage Rehabilitation Program (CIP0242)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Station Systems
Federal Participation (all years): Yes

Description

This program replaces and improves drainage pumping stations that have exceeded their lifecycle throughout the Metrorail system and supports implementation of flood resiliency improvements.

Expected Performance Outcome

Reduces disruption to revenue service and mitigates some of the risk of fire, smoke, and other incidents caused by excess water collecting within Metrorail tunnels and stations as measured by the Rail Infrastructure Availability performance target of ≤5.2% of track under performance restrictions (example based on Metro's FY23 target). Protects Metro infrastructure and equipment which reduces the frequency and cost of repairs and replacements and helps prevent potential safety issues.

Strategic Drivers

Near Term Deliverables

Metro plans to complete drainage pump station renewals at the next two stations (Noyes Road and Medical Center) identified in priority list. Drainage pump station renewals include replacement of pumps, piping, controls, lighting, and other structural and drainage.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$13.4

Cost ($M)

Investments	($M)
FY23 Forecast	$11.2
Planned Investments	**($M)**
FY24	$13.4
FY25	$12.6
FY26	$10.3
FY27	$0.0
FY28	$5.0
FY29	$10.0
6-Year Total (FY24-FY29)	$51.3
10-Year Total (FY24-FY33)	$120.3
Beyond FY33	$0.0

General Engineering (CIP0246)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Rail
Program: Fixed Rail
Federal Participation (all years): No

Description

This program provides general engineering support services for the development of architectural and engineering concept designs to help define the capital projects and address needs that may not be captured as part of other larger capital initiatives. This program helps resolve priority issues identified by Metro's engineers.

Expected Performance Outcome

Develops engineering solutions for maintenance and improvement needs that could lead to a capital investment.

Strategic Drivers

Near Term Deliverables

Metro will identify and support specific initiatives that require engineering services.

Cost ($M)

Investments	($M)
FY23 Forecast	$17.2
Planned Investments	**($M)**
FY24	$16.3
FY25	$10.4
FY26	$10.6
FY27	$10.8
FY28	$13.5
FY29	$21.8
6-Year Total (FY24-FY29)	$83.4
10-Year Total (FY24-FY33)	$130.7
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$10.3
Dedicated Funding	$6.0
Reimbursable	$0.0
Debt	$0.0

Emergency Construction and Emerging Needs Program (CIP0247)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Rail
Program: Fixed Rail
Federal Participation (all years): No

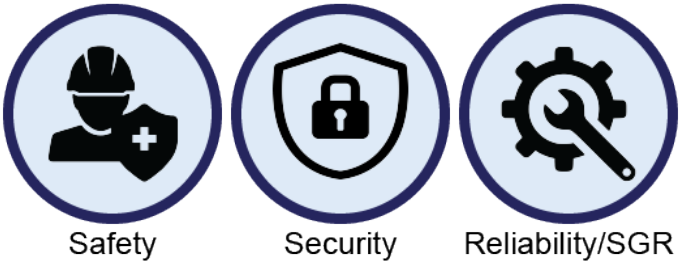
Description

This program supports emergent and emergency needs that arise across the system beyond the scope of other established capital investments.

Expected Performance Outcome

Resolves emergency and emergent issues that impact Metro service and reliability.

Strategic Drivers



Near Term Deliverables

Metro will address emergent construction needs as they arise.

Cost ($M)

Investments	($M)
FY23 Forecast	$8.1
Planned Investments	**($M)**
FY24	$52.9
FY25	$61.9
FY26	$51.0
FY27	$51.8
FY28	$51.0
FY29	$52.5
6-Year Total (FY24-FY29)	$321.0
10-Year Total (FY24-FY33)	$476.0
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

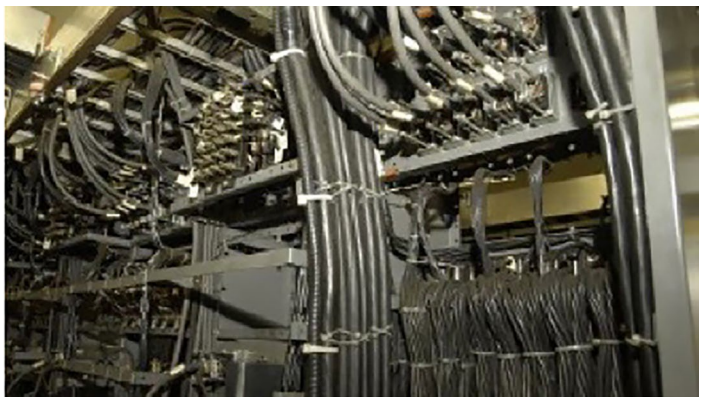
FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$1.3
Reimbursable	$0.0
Debt	$51.6

Automatic Train Control State of Good Repair (CIP0251)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide
Mode: Rail
Program: Signals & Communications
Federal Participation (all years): Yes

Description

This program replaces aging Automatic Train Control (ATC) systems, Train Control Room (TCR) infrastructure and wayside equipment (including devices to replace remote terminal units). Obsolete and failing equipment must be replaced at intervals ranging from 20 to 40 years.



Expected Performance Outcome

Provides reliable signal operation maximizing on-time performance and minimizing disruption with a performance target of ≤5.2% of track under performance restrictions. Prevents potential safety issues and customer injuries to meet the Rail customer injury rate performance target of ≤20.6 customer injuries per 10 million revenue miles (examples based on Metro's FY23 targets).

Strategic Drivers

Near Term Deliverables

Metro will continue the switch machine power supply replacements and state of good repair program for high current bonds, interlocking, signals, circuit cable, switch machines, control cable insulation, remote terminal units, and train control rooms. Metro will advance replacement of 25 train control rooms.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$43.0
System Performance	$0.0
Dedicated Funding	$0.4
Reimbursable	$0.0
Debt	$36.8

Cost ($M)

Investments	($M)
FY23 Forecast	$55.8
Planned Investments	**($M)**
FY24	$80.2
FY25	$101.9
FY26	$120.6
FY27	$97.9
FY28	$71.2
FY29	$89.9
6-Year Total (FY24-FY29)	$561.7
10-Year Total (FY24-FY33)	$929.7
Beyond FY33	$0.0

Low Voltage Power State of Good Repair (CIP0252)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Station Systems
Federal Participation (all years): Yes

Description

This program replaces low voltage power systems, improves various power components (including remote terminal units), and maintains existing low voltage power systems in a state of good repair.

Expected Performance Outcome

Maintains infrastructure that provides power to station lighting, HVAC, elevators, escalators, train control and communication systems, drainage pumping stations, and other Metrorail station infrastructure in a state of good repair.

Strategic Drivers

Near Term Deliverables

Metro will install switchgears, transformers, cabling, and electrical panels at various locations. Uninterruptible Power Supplies will be replaced systemwide. Metro expects to advance work at Brookland, Takoma, L'Enfant Plaza, Archives, and Addison Road.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.5
Reimbursable	$0.0
Debt	$34.3

Cost ($M)

Investments	($M)
FY23 Forecast	$32.8
Planned Investments	**($M)**
FY24	$34.8
FY25	$31.0
FY26	$22.9
FY27	$24.1
FY28	$35.0
FY29	$16.6
6-Year Total (FY24-FY29)	$164.4
10-Year Total (FY24-FY33)	$187.6
Beyond FY33	$0.0

Traction Power State of Good Repair (CIP0253)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide
Mode: Rail
Program: Power
Federal Participation (all years): Yes

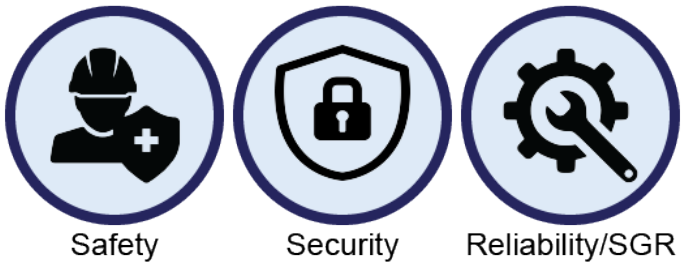
Description

This program replaces traction power systems, improves various traction power components (including remote terminal units), and maintains existing traction power systems in a state of good repair to deliver safe and reliable Metrorail operations.

Expected Performance Outcome

Improvements decrease speed restrictions imposed on trains as measured by the Rail Infrastructure Availability performance indicator target for FY23 of ≤5.2% of track under performance restrictions and improved on-time performance. With safety improvements, the employee injury rate is expected to meet or exceed the Rail employee injury rate performance target for FY23 of ≤3.6 injuries per 200,000 hours worked (examples based on Metro's FY23 targets).

Strategic Drivers



Near Term Deliverables

Metro will replace traction power substation equipment at West Falls Church Railyard and Klingle Bridge. Approximately 600 cables will be inspected and tested, and 8,000 linear feet of cable will be replaced per quarter.

Cost ($M)

Investments	($M)
FY23 Forecast	$64.1
Planned Investments	**($M)**
FY24	$97.3
FY25	$191.5
FY26	$166.8
FY27	$103.3
FY28	$48.2
FY29	$37.3
6-Year Total (FY24-FY29)	$644.3
10-Year Total (FY24-FY33)	$1,062.3
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

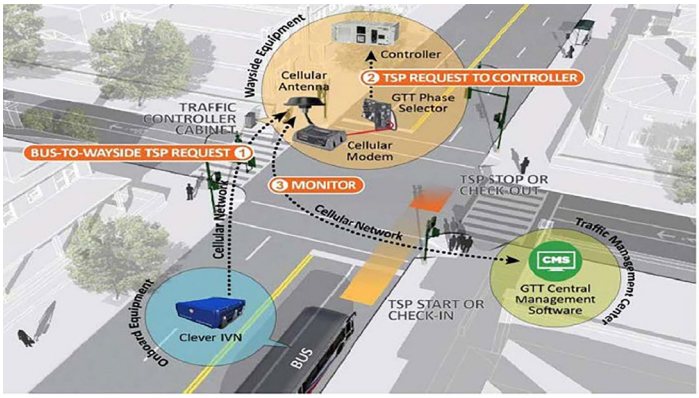
FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$3.0
Reimbursable	$0.0
Debt	$94.3

Bus Priority Program Development (CIP0254)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): No

Description

The Bus Priority Program aims to improve bus service and equity by allowing buses to travel smoothly and efficiently with the aid of new technology and intelligent roadway design. This program plans and implements new initiatives and technology to advance bus priority strategies.



Expected Performance Outcome

Increases the reliability of Metrobus service by developing strategies and working with jurisdictions to reduce travel time of buses through technology that prioritizes bus travel. The development of this program will improve bus operating speeds and reliability for improved customer experience, environmental sustainability, and financial stewardship.

Strategic Drivers

Near Term Deliverables

Near-term potential projects include a Violation Detection System, the launch of an All Door boarding pilot, and expanding transit signal priority and queue jumps across the region.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$2.5
Dedicated Funding	$1.7
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

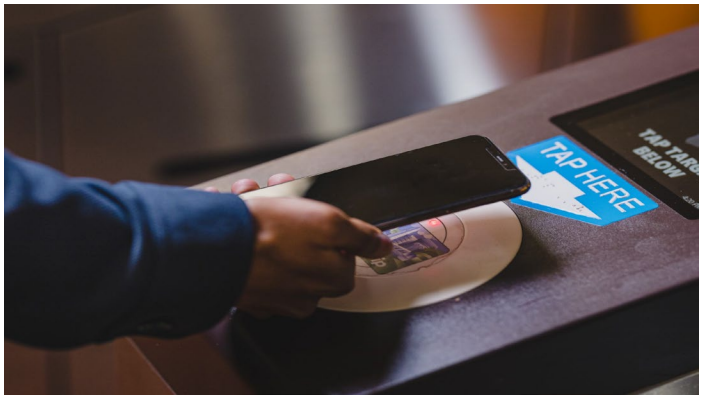
Investments	($M)
FY23 Forecast	$8.1
Planned Investments	**($M)**
FY24	$4.1
FY25	$2.8
FY26	$2.4
FY27	$2.5
FY28	$2.6
FY29	$3.8
6-Year Total (FY24-FY29)	$18.3
10-Year Total (FY24-FY33)	$22.0
Beyond FY33	$0.0

Fare Collection Modernization (CIP0255)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Systemwide
Program: Station Systems
Federal Participation (all years): Yes

Description

This project replaces Metro's aging fare collection systems in rail stations, on Metrobuses, and upgrades the back end system that supports fare collection. The investment includes new methods for customers to pay and manage payment accounts.



Expected Performance Outcome

Provides modern infrastructure and payment options for Metro customers that will improve convenience, reliability and decrease maintenance and repair costs.

Strategic Drivers

Near Term Deliverables

Metro will continue engineering and installation of the new rail faregates and supporting systems, and manufacturing and delivery of new bus fareboxes. Additionally, Metro will continue development and improvement of the mobile payment system. Metro will continue to trial additional faregate modifications to deter fare evasion.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$191.1
FY23 Forecast	$71.9
Planned Investments	**($M)**
FY24	$55.5
FY25	$121.2
FY26	$58.9
FY27	$41.3
FY28	$14.1
FY29	$3.0
6-Year Total (FY24-FY29)	$294.0
10-Year Total (FY24-FY33)	$294.0
Beyond FY33	$0.0
Total Estimated Investment	$557.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$5.4
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$50.1

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓	✓	✓	✓	✓						
Implementation and Construction	✓	✓	✓	✓	✓	✓	✓				
Operations Activation	✓	✓	✓	✓	✓	✓	✓				

7000-Series Railcars (CIP0256)

Initiative Type: Project
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Acquisition
Federal Participation (all years): Yes

Description

This project acquires 620 of the 7000-series railcars to replace 1000, 4000, and 5000-series fleets, plus 28 additional railcars. The Metropolitan Washington Airports Authority (MWAA) funded an additional 128 7000-series railcars in support of the Silver Line Phase 1 and 2 extension projects.

Expected Performance Outcome

Replaces the unreliable 1000, 4000, and 5000-series vehicles, which will improve customer safety and reduce failures that interrupt revenue service as measured by the Rail Fleet Reliability performance target of ≥56,500 miles for 7000-series railcars (example based on Metro's FY23 target).

Strategic Drivers

Near Term Deliverables

Metro will continue to make milestone payments for railcar warranties while closely working to address various railcar modifications, including improved training and troubleshooting. All 7000-series railcars associated with this project have been acquired.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$649.9
FY23 Forecast	$24.1
Planned Investments	**($M)**
FY24	$36.7
FY25	$35.7
FY26	$45.0
FY27	$86.1
FY28	$81.3
FY29	$0.0
6-Year Total (FY24-FY29)	$284.8
10-Year Total (FY24-FY33)	$284.8
Beyond FY33	$0.0
Total Estimated Investment	$958.8

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$17.0
Reimbursable	$0.0
Debt	$19.6

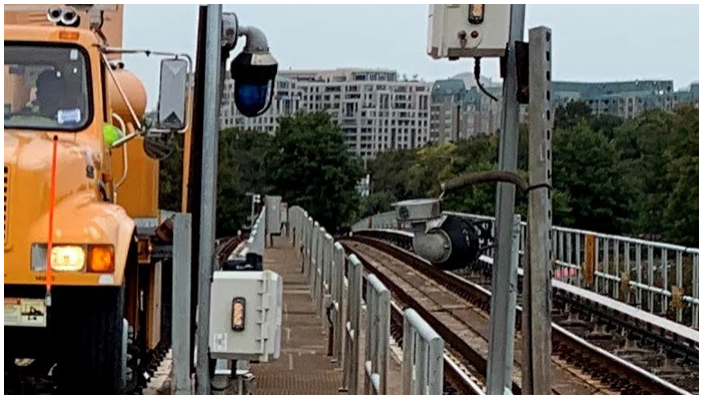
Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓	✓	✓					
Operations Activation											

Emergency Trip Station (ETS) Rehabilitation (CIP0257)

Initiative Type: Project
Category: Rail Systems
Location: Systemwide
Mode: Rail
Program: Signals & Communications
Federal Participation (all years):

Description

The existing Emergency Trip Station (ETS) system has an aging infrastructure and utilizes obsolete electrical components and communications technology. This project upgrades the Rail Right-Of-Way (ROW) ETS system including the box that houses the components, telephone, LED lights, and mushroom button that controls third rail power.



Expected Performance Outcome

Maintains the safety of Metro employees through state of good repair replacement with newer and more reliable equipment.

Strategic Drivers

Near Term Deliverables

Metro will advance project development and implementation planning to evaluate the best approach to upgrading the ETS equipment and infrastructure.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$4.0
FY23 Forecast	$0.2
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.0
FY27	$2.5
FY28	$2.5
FY29	$0.0
6-Year Total (FY24-FY29)	$5.0
10-Year Total (FY24-FY33)	$335.6
Beyond FY33	$0.0
Total Estimated Investment	$339.8

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓				✓	✓					
Implementation and Construction								✓	✓	✓	✓
Operations Activation								✓	✓	✓	✓

Station and Tunnel Fire Alarm Rehabilitation (CIP0258)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Station Systems
Federal Participation (all years):

Description

This program upgrades fire alarm systems in Metrorail tunnels and stations.

Expected Performance Outcome

Improves Metro's compliance with National Fire Protection Association standards and addresses recommendations made by the National Transportation Safety Board. Improves customer and employee safety by accurately measuring and responding to fire incidents.

Strategic Drivers

Near Term Deliverables

Metro will continue planning activities and begin advancing the Tunnel Smoke Detection System by installing detection equipment at multiple fan and vent shaft locations throughout the system.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$1.8
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.0
FY27	$5.0
FY28	$12.8
FY29	$23.5
6-Year Total (FY24-FY29)	$41.4
10-Year Total (FY24-FY33)	$215.0
Beyond FY33	$17.7

Tunnel Water Leak Mitigation (CIP0262)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Rail
Program: Structures
Federal Participation (all years): Yes

Description

This program mitigates water infiltration into the Metrorail tunnel and vent shaft system.

Expected Performance Outcome

Reduces disruption to revenue service and increases customer and employee safety by mitigating the risk of water intrusion. Protects Metro infrastructure and equipment which reduces the frequency of repairs and replacements. Reduces fire and smoke events to meet or exceed the performance target of ≤47 incidents annually (example based on Metro's FY23 target).

Strategic Drivers

Near Term Deliverables

Metro has a project to mitigate water intrusion along two segments of the Red Line - between Silver Spring and Forest Glen, and Tenleytown-AU and Friendship Heights. An evaluation to determine effectiveness of the mitigation work is part of the scope.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$22.4
System Performance	$0.0
Dedicated Funding	$0.5
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

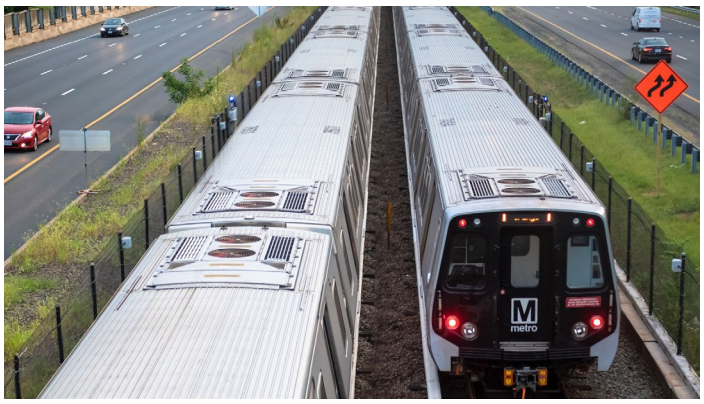
Investments	($M)
FY23 Forecast	$18.4
Planned Investments	**($M)**
FY24	$22.9
FY25	$8.6
FY26	$5.0
FY27	$31.7
FY28	$7.0
FY29	$12.0
6-Year Total (FY24-FY29)	$87.3
10-Year Total (FY24-FY33)	$393.2
Beyond FY33	$0.0

Asset Management Software (CIP0269)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program develops asset lifecycle management plans by asset group as required by the Federal Transit Administration (FTA). The program also establishes a consistent methodology for assessing asset conditions and standardizes how new assets are inducted into Metro's systems.



Expected Performance Outcome

Improves Metro's ability to track and maintain physical assets to enable proper maintenance in support of safe and reliable service.

Strategic Drivers

Near Term Deliverables

Metro will advance the development of asset management plans and standardizing asset condition assessment methodologies.

Cost ($M)

Investments	($M)
FY23 Forecast	$2.4
Planned Investments	**($M)**
FY24	$0.4
FY25	$0.8
FY26	$2.1
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$3.3
10-Year Total (FY24-FY33)	$3.3
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.4
Reimbursable	$0.0
Debt	$0.0

Capital Delivery Program Support (CIP0270)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program provides project administration, planning, scheduling, and management support for the portfolio of major construction projects.

Expected Performance Outcome

Improves Metro's ability to plan and deliver the Capital Improvement Program. This improves Metro's financial responsibility and supports state of good repair efforts.

Strategic Drivers

Near Term Deliverables

Metro will support the advancement of project implementation planning, scheduling, and management services for the delivery of the portfolio of major capital construction projects.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$26.9
Dedicated Funding	$8.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$29.3
Planned Investments	**($M)**
FY24	$34.9
FY25	$35.9
FY26	$37.0
FY27	$38.1
FY28	$39.2
FY29	$40.4
6-Year Total (FY24-FY29)	$225.5
10-Year Total (FY24-FY33)	$399.6
Beyond FY33	$0.0

Digital Display and Wayfinding Improvements (CIP0272)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Systemwide
Program: Station Systems
Federal Participation (all years): No

Description

This program invests in new equipment and space improvements designed to upgrade digital displays, improve signage and wayfinding, and deliver other customer amenities. Metro is advancing new ways to inform customers through the installation of digital signs on the exterior of rail stations.

Expected Performance Outcome

Enhances Metro's ability to improve the customer experience through the adoption of modern wayfinding and digital signage at Metrorail stations. These improvements will also generate advertising revenue.

Strategic Drivers

Near Term Deliverables

Complete the installation of customer entrance digital displays at Metro Center and Columbia Heights. Metro will use the feedback from this demonstration to plan and execute additional targeted installations of digital displays.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$1.0

Cost ($M)

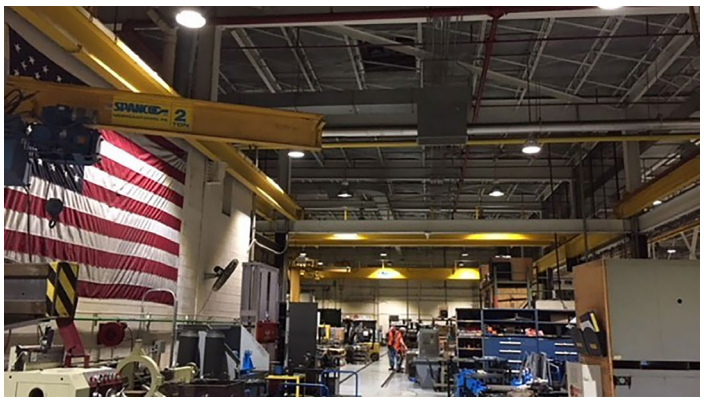
Investments	($M)
FY23 Forecast	$4.1
Planned Investments	**($M)**
FY24	$1.0
FY25	$2.0
FY26	$7.0
FY27	$25.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$35.0
10-Year Total (FY24-FY33)	$150.0
Beyond FY33	$0.0

Support Facility Rehabilitation (CIP0273)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program provides assessments on condition, designs for necessary improvements, and performs minor emergent improvements for administrative facilities for employees, including breakrooms, bathrooms, and work areas.



Expected Performance Outcome

Complete improvements to administrative facilities for employees, enabling departments to be better organized and contributing to Metro's fiscal responsibility through improved productivity. Facility improvements will address potential safety concerns and improve employee satisfaction.

Strategic Drivers

Near Term Deliverables

Metro will rehabilitate operation, maintenance, and administrative facilities that are identified on a prioritized location list.

Cost ($M)

Investments	($M)
FY23 Forecast	$3.8
Planned Investments	**($M)**
FY24	$4.2
FY25	$5.4
FY26	$6.2
FY27	$7.3
FY28	$7.6
FY29	$9.5
6-Year Total (FY24-FY29)	$40.1
10-Year Total (FY24-FY33)	$72.7
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

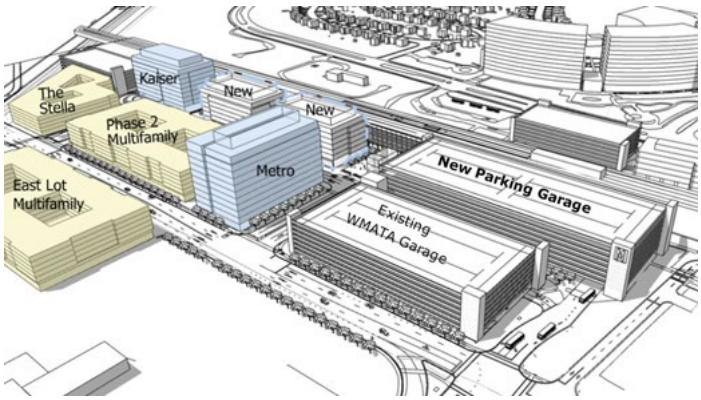
FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$4.2

New Carrollton Garage and Bus Bays (CIP0275)

Initiative Type: Project
Category: Bus, Bus Facilities & Paratransit
Location: Maryland
Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): TBD

Description

This project supports the joint development at New Carrollton Station. Metro has entered into a third-party joint development agreement for mixed-use development in New Carrollton Station area. The development also includes the new Metro office building. As a part of this development Metro will demolish the obsolete parking garage and construct a replacement garage and bus loop.



Expected Performance Outcome

Increase station access, ridership, economic development and the customer experience.

Strategic Drivers

Near Term Deliverables

Metro will advance site preparation, foundational work, and begin construction of the new bus loop and parking garage structure.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$13.0
FY23 Forecast	$47.0
Planned Investments	**($M)**
FY24	$52.1
FY25	$0.3
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$52.3
10-Year Total (FY24-FY33)	$52.3
Beyond FY33	$0.0
Total Estimated Investment	$112.3

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$52.1

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓								
Operations Activation	✓	✓	✓								

Art in Transit and Station Commercialization Program (CIP0276)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Systemwide
Program: Station Systems
Federal Participation (all years): TBD

Description

This program restores and adds to Metro's art collection and helps Metro develop plans to commercialize underutilized space in Metrorail stations.

Expected Performance Outcome

Expands customer amenities in the form of retail and advertising, and develops consistent design standards to improve the customer experience and provide diverse revenue streams for Metro. Restores and adds to Metro's art collection.

Strategic Drivers

Near Term Deliverables

Metro will develop structured guidelines to improve how customers interact daily with the transit system including with digital signage, and remediation of Art in Transit installation at entrance of DuPont Circle Station.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$3.3
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$2.1
Planned Investments	**($M)**
FY24	$3.3
FY25	$1.4
FY26	$1.5
FY27	$1.0
FY28	$1.0
FY29	$1.0
6-Year Total (FY24-FY29)	$9.2
10-Year Total (FY24-FY33)	$14.7
Beyond FY33	$0.0

Supply Chain Modernization (CIP0277)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years):

Description

This project modernizes Metro's warehouses, including the supply chain for logistics, warehousing, planning, and ordering of inventory.

Expected Performance Outcome

Improves Metro's ability to manage inventory and supplies the right parts at the right time to maintenance operations, increasing efficiency and lowering inventory levels and costs.

Strategic Drivers

Near Term Deliverables

Metro will continue development and evaluation of a Warehouse Management System based on Metro's business model and strategy for the next decade, including incorporating a Vendor Managed Inventory to optimize inventory levels and order fulfillment.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$3.0
FY23 Forecast	$1.3
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.0
FY27	$0.0
FY28	$3.0
FY29	$3.8
6-Year Total (FY24-FY29)	$6.8
10-Year Total (FY24-FY33)	$12.3
Beyond FY33	$0.0
Total Estimated Investment	$16.6

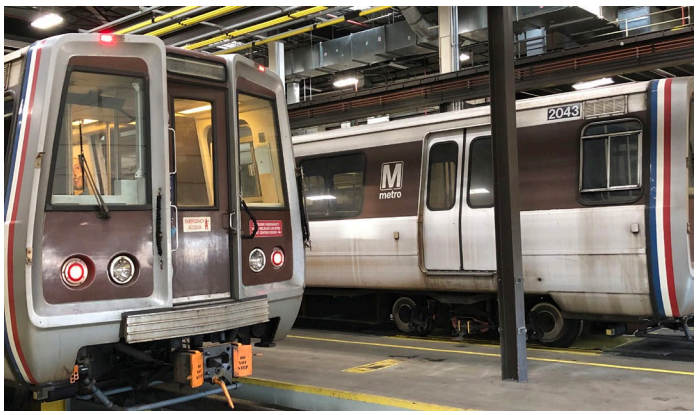
Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓										
Implementation and Construction						✓	✓	✓	✓		
Operations Activation											

Railyard Shop Equipment Replacement (CIP0279)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program replaces or rehabilitates Metro rail shop maintenance equipment, such as overhead cranes, rail train lifts, hoists, or industrial shop air compressors that are inoperable, deficient, or have reached the end of useful life.



Expected Performance Outcome

Allows railcar maintenance activities to be completed safely and efficiently using equipment that is maintained in a state of good repair.

Strategic Drivers

Near Term Deliverables

Scheduled rehabilitation/replacement of maintenance equipment including shop lifts, cranes, drop tables, hoists and wheel truing machines.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.9
Planned Investments	**($M)**
FY24	$1.0
FY25	$0.5
FY26	$0.6
FY27	$0.5
FY28	$0.5
FY29	$0.5
6-Year Total (FY24-FY29)	$3.6
10-Year Total (FY24-FY33)	$5.6
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$1.0

Railcar Maintenance Facilities State of Good Repair (CIP0283)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years):

Description

This program rehabilitates and replaces major railcar maintenance equipment including those requiring facility modifications such as railcar washes.

Expected Performance Outcome

Provides employees with equipment to maintain railcars in a state of good repair.

Strategic Drivers

Near Term Deliverables

No planned deliverables in FY2024.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.0
FY27	$0.0
FY28	$6.1
FY29	$20.6
6-Year Total (FY24-FY29)	$26.7
10-Year Total (FY24-FY33)	$166.7
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Railyard Facility and Site Rehabilitation (CIP0284)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program rehabilitates railyard facilities, systems, and site assets to achieve and maintain a state of good repair and improve the safety of employees and operational efficiency.

Expected Performance Outcome

Maintains railyard facilities in a state of good repair to support efficient operations and the wide range of functions on site.

Strategic Drivers

Near Term Deliverables

Metro will complete facility assessments, the cable trough repair at the West Falls Church Railyard, small corrective maintenance repairs at New Carrollton, and continue the development and evaluation of future major rehabilitations of the Shady Grove and New Carrollton rail yards.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$4.9

Cost ($M)

Investments	($M)
FY23 Forecast	$2.4
Planned Investments	**($M)**
FY24	$4.9
FY25	$14.0
FY26	$15.9
FY27	$12.0
FY28	$3.0
FY29	$18.2
6-Year Total (FY24-FY29)	$67.9
10-Year Total (FY24-FY33)	$759.3
Beyond FY33	$0.0

Power Generator Replacement (CIP0286)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide
Mode: Rail
Program: Power
Federal Participation (all years): No

Description

This program provides for the replacement of power generators throughout the Metrorail system.

Expected Performance Outcome

Provides additional resiliency to the Metrorail system by providing a back up power source to critical infrastructure including fire, life safety and communications systems and equipment.

Strategic Drivers

Near Term Deliverables

Metro plans to replace generators at various locations throughout the system as identified by the developed priority list.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.9
Planned Investments	**($M)**
FY24	$2.3
FY25	$5.9
FY26	$6.9
FY27	$6.9
FY28	$7.9
FY29	$7.3
6-Year Total (FY24-FY29)	$37.4
10-Year Total (FY24-FY33)	$63.9
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

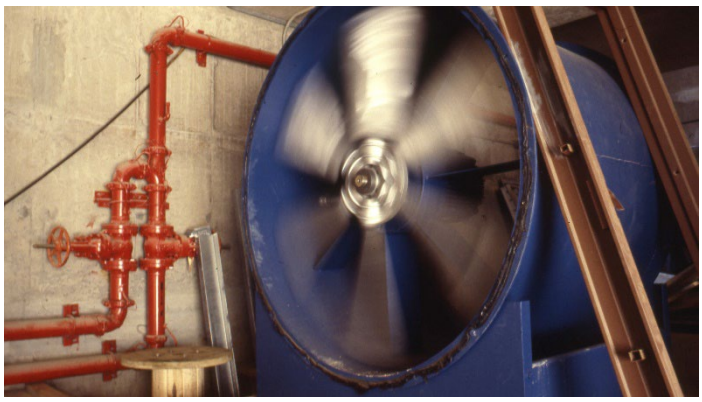
FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$2.3

Tunnel Ventilation Improvements (CIP0291)

Initiative Type: Project
Category: Track and Structures Rehabilitation
Location: District of Columbia
Mode: Rail
Program: Structures
Federal Participation (all years):

Description

This project upgrades and installs additional underground ventilation infrastructure, including components such as fans, electrical infrastructure, lighting, communications equipment, ladders, steps, smoke detectors, alarms, and information technology infrastructure. Under CIP0356, a pilot and evaluation to rehabilitate ventilation shaft components will be implemented on the Red Line to serve as a proof of concept for future designs across the Metrorail system.



Expected Performance Outcome

Improves the tunnel ventilation system performance and capacity by installing additional fans to move smoke more efficiently, increasing customer and employee safety as measured by the Rail employee injury rate performance target of ≤3.6 employee injuries per 200,000 hours worked and the Rail customer injury rate performance target of ≤20.6 customer injuries per 10 million revenue miles (examples based on Metro's FY23 targets).

Strategic Drivers

Near Term Deliverables

Metro will advance assessment and designs, complete the Red Line Ventilation Pilot (CIP0356), and evaluate the outcomes before considering plans for broader implementation. System-wide implementation is not funded in the six-year CIP.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$9.8
FY23 Forecast	$1.5
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.1
FY26	$0.0
FY27	$0.0
FY28	$5.0
FY29	$25.0
6-Year Total (FY24-FY29)	$30.1
10-Year Total (FY24-FY33)	$849.9
Beyond FY33	$359.8
Total Estimated Investment	$1,221.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓		✓			✓	✓				
Implementation and Construction						✓		✓	✓	✓	✓
Operations Activation								✓	✓	✓	✓

Bridge Rehabilitation Program (CIP0294)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

This program rehabilitates structural and system components of 162 aerial structures across the Metro system. Metro is rehabilitating additional structural and system components under Structural Rehabilitation - Package A (CIP0348) and Structural Rehabilitation - Package B (CIP0370).

Expected Performance Outcome

Returns bridges to a state of good repair, avoiding future emergency shutdowns to address major defects identified in inspections.

Strategic Drivers

Near Term Deliverables

Metro will develop designs for future bridge rehabilitations, conduct repairs of bridges and aerial structures based on priority locations, and demolish the Trestle Bridges (Walhonding and Wilson Lane trestle bridges in Maryland and the Foundry Branch trestle bridge in DC).

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.9
Reimbursable	$0.0
Debt	$3.8

Cost ($M)

Investments	($M)
FY23 Forecast	$0.4
Planned Investments	**($M)**
FY24	$4.8
FY25	$9.5
FY26	$9.0
FY27	$27.3
FY28	$75.7
FY29	$64.4
6-Year Total (FY24-FY29)	$190.7
10-Year Total (FY24-FY33)	$313.3
Beyond FY33	$82.0

Union Station Improvements (CIP0297)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: District of Columbia
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): No

Description

This project implements a redesign of the First Street northeast entrance, including expanding the north mezzanine by adding stairs, adding additional fare gates, and relocating the fare vending machines.

Expected Performance Outcome

Provides a better flow for customers as they enter and exit the station, as well as improved lighting and an additional staircase.

Strategic Drivers

Near Term Deliverables

Metro will advance site design and begin the procurement process to award the construction contract for the First St NE entrance at Union Station.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.7
FY23 Forecast	$0.5
Planned Investments	**($M)**
FY24	$3.9
FY25	$8.4
FY26	$4.3
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$16.7
10-Year Total (FY24-FY33)	$16.7
Beyond FY33	$0.0
Total Estimated Investment	$17.9

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.8
Reimbursable	$3.0
Debt	$0.2

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓							
Operations Activation				✓							

Huntington Station Parking Garage Demolition (CIP0302)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Commonwealth of Virginia
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): TBD

Description

The project demolishes the south parking garage at Huntington Station in Fairfax County allowing Metro to offer approximately 8 acres for a potential joint development.

Expected Performance Outcome

Improves customer and employee safety by removing deficient structures.

Strategic Drivers

Near Term Deliverables

Metro continues to coordinate with Fairfax County on planned demolition of the south parking garage.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$2.1
FY23 Forecast	$0.3
Planned Investments	**($M)**
FY24	$0.4
FY25	$0.0
FY26	$5.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$5.4
10-Year Total (FY24-FY33)	$30.4
Beyond FY33	$0.0
Total Estimated Investment	$32.8

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.4
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓	✓		✓							
Implementation and Construction								✓			
Operations Activation											

Rail Passenger Facility State of Good Repair Program (CIP0305)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): TBD

Description

This program repairs and replaces antiquated systems and infrastructure in customer facilities, including ceilings, sewage ejector pumps, and other systems.

Expected Performance Outcome

Increases the efficiency and reliability of customer facilities. Also improves customers' experience and helps prevent potential safety issues.

Strategic Drivers

Near Term Deliverables

Metro will rehabilitate 10 sewer ejectors at the following stations: Capitol Heights, Morgan Boulevard, Forest Glen, Glenmont, Judiciary Square, Mt. Vernon Sq, Shaw-Howard U, Columbia Heights, Gallery Pl-Chinatown and Congress Heights.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$1.1
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$1.3
Planned Investments	**($M)**
FY24	$1.1
FY25	$7.9
FY26	$13.5
FY27	$10.4
FY28	$0.0
FY29	$7.0
6-Year Total (FY24-FY29)	$39.9
10-Year Total (FY24-FY33)	$230.2
Beyond FY33	$0.0

Station Platform Rehabilitation - Phase 4 (CIP0310)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): Yes

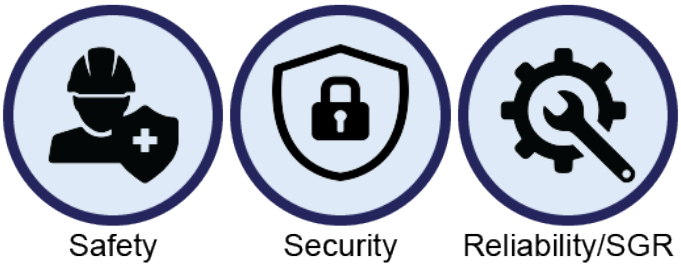
Description

This project rehabilitates and repairs platforms and station systems at the following Orange Line stations to address potentially unsafe and deteriorating conditions: Minnesota Avenue, Deanwood, Cheverly, Landover, and New Carrollton. Customer experience improvements include slip-resistant tile, improved lighting, upgraded passenger shelters, new passenger information displays, improved public address system, new camera systems, and renovated bathrooms.

Expected Performance Outcome

Upgrades and improves above-ground stations for customer safety and security, accessibility and comfort, as measured by the Rail customer injury rate performance target of ≤20.6 customer injuries per 10 million revenue miles (example based on Metro's FY23 target). Lifespan of new platforms and other station assets will increase, reducing future maintenance needs and improving the quality of rail service for customers.

Strategic Drivers



Near Term Deliverables

Complete punchlist and closeout activites.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$154.7
FY23 Forecast	$172.8
Planned Investments	**($M)**
FY24	$6.4
FY25	$13.2
FY26	$28.1
FY27	$31.0
FY28	$5.0
FY29	$0.0
6-Year Total (FY24-FY29)	$83.7
10-Year Total (FY24-FY33)	$83.7
Beyond FY33	$0.0
Total Estimated Investment	$411.2

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$6.4

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓										
Implementation and Construction	✓										
Operations Activation	✓	✓									

Bladensburg Bus Garage Replacement (CIP0311)

Initiative Type: Project
Category: Bus, Bus Facilities & Paratransit
Location: District of Columbia
Mode: Bus
Program: Maintenance Facilities
Federal Participation (all years): Yes

Description

This project demolishes and replaces the existing obsolete bus maintenance and operations facility at Bladensburg to improve use and capacity of limited facility space. The new facility, to be designed to achieve LEED certification, will have an on-site employee parking lot, multiple access points, parking for up to 300 buses and 25 maintenance bays. The facility will be built to support zero-emission electric vehicles.

Expected Performance Outcome

Provides a new LEED-certified bus facility that will reduce associated energy consumption and operating costs, improve bus safety, efficiency, maintenance and operations as measured by the Bus employee injury rate performance target of ≤11.9 employee injuries per 200,000 hours worked. Maximizes bus fleet availability per the Bus Fleet performance target for FY23 of ≥8,200 miles between failures (examples based on Metro's FY23 targets).

Strategic Drivers

Near Term Deliverables

Metro will complete demolition of the existing bus facility on the site, and begin construction of the new bus maintenance facility.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$58.5
FY23 Forecast	$69.5
Planned Investments	**($M)**
FY24	$74.0
FY25	$93.7
FY26	$41.3
FY27	$57.6
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$266.6
10-Year Total (FY24-FY33)	$266.6
Beyond FY33	$0.0
Total Estimated Investment	$394.6

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$40.3
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$33.7

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓										
Implementation and Construction	✓	✓	✓	✓	✓						
Operations Activation				✓	✓						

Four Mile Run Bus Garage Rehabilitation (CIP0312)

Initiative Type: Project
Category: Bus, Bus Facilities & Paratransit
Location: Commonwealth of Virginia
Mode: Bus
Program: Maintenance Facilities
Federal Participation (all years): TBD

Description

The project rehabilitates interior and exterior elements of the Four Mile Run bus facility to restore a state of good repair and meet short-term fleet capacity needs due to other bus facility replacement projects.

Expected Performance Outcome

Provides a more modern facility while incorporating operating efficiencies that enable Metro to increase throughput to accommodate fleet requirements arising from other bus facility replacements.

Strategic Drivers

Near Term Deliverables

Complete the facility assessment to identify required improvements and 10% design.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.0
FY23 Forecast	$2.1
Planned Investments	**($M)**
FY24	$0.4
FY25	$0.0
FY26	$0.0
FY27	$10.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$10.4
10-Year Total (FY24-FY33)	$51.1
Beyond FY33	$0.0
Total Estimated Investment	$53.2

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.4

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation					✓						
Implementation and Construction	✓	✓						✓	✓		
Operations Activation											

Northern Bus Garage Replacement (CIP0315)

Initiative Type: Project
Category: Bus, Bus Facilities & Paratransit
Location: District of Columbia
Mode: Bus
Program: Maintenance Facilities
Federal Participation (all years): Yes

Description

This project replaces the obsolete Northern Bus Garage to address structural deficiencies and improve use of limited facility space. The new facility will be designed to achieve LEED certification and retain the historical façade, provide multiple access points and parking for approximately 150 buses, and incorporate potential retail or public space. The facility will be built to support the operation of electric buses; 100% of the buses operated from the facility will be zero-emission when it reopens.

Expected Performance Outcome

Provides a new LEED-certified bus facility that will reduce associated energy consumption and operating costs, improve bus safety, efficiency, maintenance and operations as measured by the Bus employee injury rate performance target of ≤11.9 employee injuries per 200,000 hours worked. Maximizes bus fleet availability per the Bus Fleet Reliability performance target of ≥8,200 miles between failures. (Examples based on Metro's FY23 targets.) Offers potential retail space for revenue generation and/or public space.

Strategic Drivers

Near Term Deliverables

Metro will advance the project through demolition and construction activities that will preserve the historic façade, and related site preparation work.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$63.0
FY23 Forecast	$59.7
Planned Investments	**($M)**
FY24	$126.7
FY25	$100.0
FY26	$98.4
FY27	$66.8
FY28	$30.0
FY29	$20.6
6-Year Total (FY24-FY29)	$442.6
10-Year Total (FY24-FY33)	$442.6
Beyond FY33	$0.0
Total Estimated Investment	$565.3

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$100.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$26.7

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓	✓						
Operations Activation				✓	✓						

Capital Program Financial Support (CIP0324)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program provides support for the financial management of the capital program, including jurisdictional funds and federal grants.

Expected Performance Outcome

Improves Metro's ability to compliantly manage the sources of funding for Metro's capital improvement program. This program supports Metro's financial responsibility, compliance, and state of good repair efforts.

Strategic Drivers

Near Term Deliverables

Metro will support the financial management of the capital program to include management of grants, accounting services, maintenance of financial systems, and alignment of capital costs to appropriate funding.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$3.1
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$0.4
Planned Investments	**($M)**
FY24	$3.1
FY25	$3.1
FY26	$3.1
FY27	$3.1
FY28	$3.1
FY29	$3.1
6-Year Total (FY24-FY29)	$18.6
10-Year Total (FY24-FY33)	$31.0
Beyond FY33	$0.0

Information Technology Data Center (CIP0330)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This project constructs a new data center to replace the existing data center at the Jackson Graham building that is being vacated. Metro will build a modern data center that blends new technologies with existing capabilities to continually improve and scale services to users, customers, and partners.

Expected Performance Outcome

Replaces Metro's existing data center with a new modern facility to support the system and that will also enable Metro to generate revenue through the leasing of excess capacity.

Strategic Drivers

Near Term Deliverables

Metro will complete installation of servers, racks, telecommunications, and networking equipment at the new office facilities and data center.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$57.5
FY23 Forecast	$36.6
Planned Investments	**($M)**
FY24	$26.2
FY25	$8.9
FY26	$2.6
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$37.7
10-Year Total (FY24-FY33)	$37.7
Beyond FY33	$0.0
Total Estimated Investment	$131.8

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$26.2

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓							
Operations Activation	✓	✓	✓	✓							

Enterprise Resource Planning Software Replacement (CIP0331)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This project implements a new enterprise resource planning (ERP) system. Metro will perform necessary upgrades to the current ERP system to maximize vendor support until the current program sunsets.

Expected Performance Outcome

Replaces the existing ERP system before vendor support ends in approximately 2032. Provides the financial management and related systems critical to compliant financial managing and reporting.

Strategic Drivers

Near Term Deliverables

Metro will complete business requirement gathering, analysis, and software selection.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$3.1
FY23 Forecast	$2.0
Planned Investments	**($M)**
FY24	$3.2
FY25	$0.0
FY26	$0.0
FY27	$0.0
FY28	$5.0
FY29	$25.0
6-Year Total (FY24-FY29)	$33.2
10-Year Total (FY24-FY33)	$221.5
Beyond FY33	$0.0
Total Estimated Investment	$226.6

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$3.2
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓	✓									
Implementation and Construction						✓	✓	✓	✓	✓	✓
Operations Activation						✓	✓	✓	✓	✓	✓

Fiber Optic Cable Installation (CIP0332)

Initiative Type: Project
Category: Rail Systems
Location: Systemwide
Mode: Systemwide
Program: Signals & Communications
Federal Participation (all years): No

Description

This project installs fiber optic cable and replaces outdated copper wiring for connectivity throughout the system to adjoining communication rooms along the rail Right-of-Way (ROW) and determines the appropriate strategy for installing fiber optic cabling to ancillary rooms such as traction power substations, low voltage power rooms, vent shafts, and tie breaker stations. This project provides the backbone for implementation of other investments such as Radio Infrastructure Replacement.

Expected Performance Outcome

Increases bandwidth, speed, and system reliability and enables Metro to upgrade communication infrastructure to modern equipment that requires fiber-optic connectivity. New cabling will improve Metro's ability to remotely monitor assets, increasing the efficiency of maintenance.

Strategic Drivers

Near Term Deliverables

Metro will advance the installation of fiber throughout the system.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$30.4
FY23 Forecast	$86.3
Planned Investments	**($M)**
FY24	$87.2
FY25	$103.5
FY26	$33.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$223.7
10-Year Total (FY24-FY33)	$223.7
Beyond FY33	$0.0
Total Estimated Investment	$340.4

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$87.2

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓										
Implementation and Construction	✓	✓	✓	✓							
Operations Activation		✓	✓	✓							

Office Consolidation - District of Columbia (CIP0335)

Initiative Type: Project
Category: Business & Operations Support
Location: District of Columbia
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

As part of Metro's regional office consolidation plan, this project funds the construction of a DC office building at 300 7th St. SW. The new site will be renovated to modern workplace standards, including new commercial amenities on the ground floor to activate the streetscape and benefit the community. In addition, Metro will improve the exterior appearance and add three floors, creating space for leases to generate additional revenue. The building will be designed with the goal of achieving LEED certification.

Expected Performance Outcome

Modernizes office space for employees by incorporating the latest life-safety and energy management systems to increase employee safety and reduce energy use. Improves workplace quality and employee experience.

Strategic Drivers

Near Term Deliverables

Metro will begin construction to replace the chiller at Jackson Graham Office Building. Metro will make the final payments related to the construction of the DC headquarters at L'Enfant Plaza.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$235.2
FY23 Forecast	$13.2
Planned Investments	**($M)**
FY24	$17.7
FY25	$0.0
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$17.7
10-Year Total (FY24-FY33)	$17.7
Beyond FY33	$0.0
Total Estimated Investment	$266.1

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$17.7

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓									
Operations Activation	✓	✓									

Office Consolidation - Virginia (CIP0337)

Initiative Type: Project
Category: Business & Operations Support
Location: Commonwealth of Virginia
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This project constructs a new office building in Virginia as part of Metro's regional office consolidation plan. The new office building will be constructed near the Eisenhower Avenue Metrorail Station in Alexandria, Virginia. The building will be designed with the goal of achieving LEED certification and is part of the larger redevelopment of the Eisenhower Avenue corridor.

Expected Performance Outcome

Modernizes office space for employees by incorporating the latest life-safety and energy management systems to increase employee safety and reduce energy use. Improves workplace quality and employee experience.

Strategic Drivers

Near Term Deliverables

Metro will complete construction of the new administrative office building located at Eisenhower Avenue in Virginia including the relocation of Operation Control Centers.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$198.7
FY23 Forecast	$60.2
Planned Investments	**($M)**
FY24	$12.8
FY25	$65.6
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$78.4
10-Year Total (FY24-FY33)	$78.4
Beyond FY33	$0.0
Total Estimated Investment	$337.3

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.8
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$12.1

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓								
Operations Activation		✓	✓								

Office Consolidation - Maryland (CIP0338)

Initiative Type: Project
Category: Business & Operations Support
Location: State of Maryland
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This project constructs a new office building in Maryland as part of Metro's regional office consolidation plan. The new office building consolidates employees near the New Carrollton Metrorail Station in Prince George's County, Maryland. The station is one of the region's most significant transit hubs and is served by Metro, MARC, multiple local and regional buses, Amtrak, Greyhound, and the future Maryland MTA Purple Line. The building will be designed with the goal of achieving LEED certification and is part of the continued development of New Carrollton.

Expected Performance Outcome

Modernizes office space for employees by incorporating the latest life-safety and energy management systems to increase employee safety and reduce energy use. Improves workplace quality and employee experience.

Strategic Drivers

Near Term Deliverables

Metro will complete construction of the new administrative office building located at New Carrollton in Maryland.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$184.7
FY23 Forecast	$26.9
Planned Investments	**($M)**
FY24	$5.5
FY25	$11.1
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$16.6
10-Year Total (FY24-FY33)	$16.6
Beyond FY33	$0.0
Total Estimated Investment	$228.2

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$5.5

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓								
Operations Activation		✓	✓								

Rail Station Emergency Egress Improvements (CIP0339)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years):

Description

This program improves first responder assess and direction throughout the Metrorail system. Addresses blocked access to fire department connection (FDCs) on standpipes and sprinklers, lack of access or limited signage of evacuation shafts, and unclear emergency egress routes that could impede first responder access and customer/employee evacuation.

Expected Performance Outcome

Increases the safety of customers and employees by helping first responders reach emergency situations through unimpeded access to the system and improving evacuation routes for employees and customers.

Strategic Drivers

Near Term Deliverables

Metro will survey emergency egress routes throughout rail stations systemwide.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.5
Planned Investments	**($M)**
FY24	$0.0
FY25	$1.0
FY26	$1.0
FY27	$2.5
FY28	$2.5
FY29	$1.0
6-Year Total (FY24-FY29)	$8.0
10-Year Total (FY24-FY33)	$14.0
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Rail System Standpipe Replacement Program (CIP0341)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Station Systems
Federal Participation (all years): TBD

Description

This program replaces dry standpipes throughout the system that have reached the end of their useful life or need to be replaced based on asset condition.

Expected Performance Outcome

Replaces dry standpipes used to extinguish fires in Metrorail tunnels and station platforms to keep assets in a state of good repair and in compliance with national and local regulatory maintenance standards.

Strategic Drivers

Near Term Deliverables

Metro plans to complete work on the Green Line and award a contract to replace dry standpipes for next phase of locations: Stadium Armory, Smithsonian, Eastern Market, and Greenbelt stations.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$14.3

Cost ($M)

Investments	($M)
FY23 Forecast	$11.9
Planned Investments	**($M)**
FY24	$14.3
FY25	$12.6
FY26	$14.2
FY27	$7.0
FY28	$18.0
FY29	$8.8
6-Year Total (FY24-FY29)	$74.9
10-Year Total (FY24-FY33)	$221.9
Beyond FY33	$0.0

Information Technology Hardware State of Good Repair (CIP0342)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program implements data center infrastructure technology improvements to achieve higher operational efficiencies, increases capacity and service availability and reduces risk to the underlying business functions and communications network.

Expected Performance Outcome

Supports continuity of operations by providing efficient, reliable, and secure computing and network infrastructure, communications hardware, and edge devices.

Strategic Drivers

Near Term Deliverables

Metro will upgrade or replace outdated hardware assets, perform network maintenance to support operational needs, and continue ongoing computing equipment replacements.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$11.9
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$18.2
Planned Investments	**($M)**
FY24	$11.9
FY25	$15.8
FY26	$16.2
FY27	$16.5
FY28	$16.9
FY29	$17.2
6-Year Total (FY24-FY29)	$94.5
10-Year Total (FY24-FY33)	$166.0
Beyond FY33	$0.0

Accounting Capital Program Support (CIP0347)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program provides accounting support to Metro's capital program. This includes tracking depreciation, maintaining an inventory of capital assets, reviewing invoices for projects and communicating with stakeholders.

Expected Performance Outcome

Financial reporting entries for expenses and capital assets. This includes documenting depreciation of fixed assets and conducting a biannual inventory of capital assets. This program supports accurate and reliable financial reporting.

Strategic Drivers

Near Term Deliverables

Metro will continue to provide accounting services to the capital program, including review and control of expenditures.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$2.4
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$1.3
Planned Investments	**($M)**
FY24	$2.4
FY25	$2.0
FY26	$2.0
FY27	$2.0
FY28	$2.0
FY29	$2.0
6-Year Total (FY24-FY29)	$12.4
10-Year Total (FY24-FY33)	$20.4
Beyond FY33	$0.0

Aerial Structure Rehabilitation A (CIP0348)

Initiative Type: Project
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

This project rehabilitates structural and system components of nine aerial structures, and the station platform canopy at Rockville Station. The aerial structures are located at Branch Avenue (two structures), Cameron Road, Eisenhower Avenue, Naylor Road, South Van Dorn, West Hyattsville, Minnesota Avenue and Grosvenor rail stations.

Expected Performance Outcome

Addresses structural issues on bridges, aerial structures, and the Rockville Station canopy identified during Metro safety inspections. Prevents emergency shutdowns of rail service due to structural deficiencies, improving customer experience.

Strategic Drivers

Near Term Deliverables

Metro will complete structural rehabilitation of Minnesota Avenue aerial structure, Grosvenor aerial structure, and 6 segmental bridges.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$57.4
FY23 Forecast	$28.8
Planned Investments	**($M)**
FY24	$9.5
FY25	$9.3
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$18.8
10-Year Total (FY24-FY33)	$18.8
Beyond FY33	$0.0
Total Estimated Investment	$105.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$9.5

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓								
Operations Activation	✓	✓	✓								

Yellow Line Tunnel and Bridge Rehabilitation (CIP0349)

Initiative Type: Project
Category: Track and Structures Rehabilitation
Location: District of Columbia
Mode: Rail
Program: Structures
Federal Participation (all years): Yes

Description

This project rehabilitates sections of tunnel and the Potomac River Bridge located between L'Enfant Plaza and Pentagon Stations.

Expected Performance Outcome

Prevents failure of the Yellow Line tunnel by addressing structural degradation of the tunnel liner. Extends the lifespan of the tunnel and bridge to maintain the continuity of service and safety of Metro's customers and employees.

Strategic Drivers

Near Term Deliverables

Metro will continue rehabilitation of the steel tunnel liner on the Yellow Line between L'Enfant Station and the Potomac River bridge, structural repairs of the Potomac River Bridge, and upgrades to drainage pumping systems.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$28.2
FY23 Forecast	$320.9
Planned Investments	**($M)**
FY24	$11.6
FY25	$23.5
FY26	$0.0
FY27	$0.0
FY28	$0.8
FY29	$2.5
6-Year Total (FY24-FY29)	$38.3
10-Year Total (FY24-FY33)	$40.8
Beyond FY33	$0.0
Total Estimated Investment	$389.9

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$10.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$1.6

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓										
Implementation and Construction	✓	✓	✓								
Operations Activation	✓	✓	✓								

Rail Station Platform Canopy Rehabilitation Program (CIP0352)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years):

Description

This program replaces or rehabilitates platform canopies at various Metrorail stations to maintain them in a state of good repair.

Expected Performance Outcome

Provides customers with shelter from the elements on outdoor platforms and extends the life of Metro's platform assets and helps prevent future safety issues.

Strategic Drivers

Near Term Deliverables

Metro will complete canopy rehabilitation at Twinbrook Station, and plan next phase of rehabs based on completed systemwide assessment and prioritization of station platform canopies.

Cost ($M)

Investments	($M)
FY23 Forecast	$1.2
Planned Investments	**($M)**
FY24	$0.0
FY25	$5.0
FY26	$5.0
FY27	$5.0
FY28	$5.0
FY29	$5.0
6-Year Total (FY24-FY29)	$25.0
10-Year Total (FY24-FY33)	$45.0
Beyond FY33	$38.8

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

ePerformance and eCompensation Upgrades (CIP0354)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This project develops and deploys new modules for ePerformance and eCompensation, including the design, requirements, development, testing, and deployment of these modules.

Expected Performance Outcome

Aligns organizational resources and systems for employee performance to improve analysis of performance-related metrics and increase options for data-driven gap analysis. Improves compensation programs for employees through planning, administration, and reporting activities.

Strategic Drivers

Near Term Deliverables

Complete the requirements, design, development, testing and deployment cycle for the next user community (L689 and L922) for the employee performance and compensation application.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.3
FY23 Forecast	$0.2
Planned Investments	**($M)**
FY24	$0.2
FY25	$0.0
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$0.2
10-Year Total (FY24-FY33)	$0.2
Beyond FY33	$0.0
Total Estimated Investment	$0.7

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.2
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓										
Implementation and Construction	✓	✓									
Operations Activation	✓	✓									

Zero Emission Bus Acquisition and Evaluation (CIP0355)

Initiative Type: Project
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Acquisition
Federal Participation (all years): Yes

Description

This project purchases electric buses and evaluates the transition of the fleet to zero emissions technology. The results of the evaluation will inform, guide, and direct Metro's future bus fleet strategy and plans for supporting equipment and infrastructure. As the Zero Emission Bus landscape continues to evolve, technologies other than electric will be evaluated through this project.

Expected Performance Outcome

Results of the test and evaluation program will inform and guide Metro's strategy for the future bus fleet. Zero-emission buses are expected to bring value by reducing local air pollution, providing a quieter, smoother ride, and supporting a more livable region.

Strategic Drivers

Near Term Deliverables

Metro will take delivery of 12 electric buses, complete charging station equipment installation at Shepherd Parkway Bus Facility, and begin testing of the buses and charging infrastructure.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$2.0
FY23 Forecast	$12.9
Planned Investments	**($M)**
FY24	$8.7
FY25	$3.1
FY26	$2.5
FY27	$2.5
FY28	$5.0
FY29	$5.0
6-Year Total (FY24-FY29)	$26.8
10-Year Total (FY24-FY33)	$26.8
Beyond FY33	$0.0
Total Estimated Investment	$41.7

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$8.7

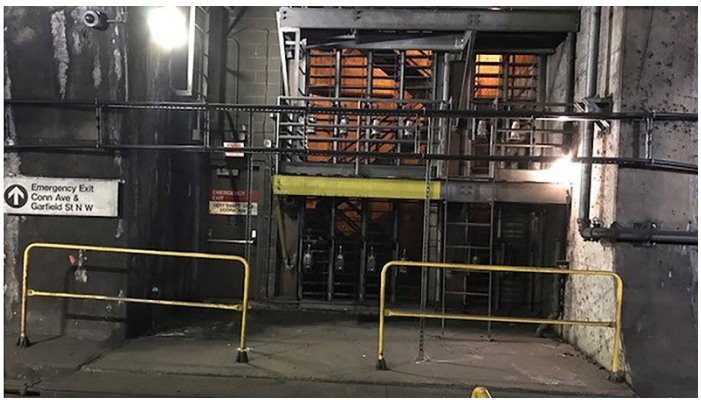
Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓			✓	✓	✓	✓				
Implementation and Construction	✓	✓	✓								
Operations Activation		✓									

Tunnel Ventilation Improvements - Red Line Pilot (CIP0356)

Initiative Type: Project
Category: Track and Structures Rehabilitation
Location: District of Columbia
Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

The project performs a pilot and evaluation to add ventilation fans and upgrade shaft components. The pilot will be implemented on the Red Line between Woodley Park through Cleveland Park Metrorail Stations. If successful, the project will serve as a proof of concept for future designs across the Metrorail System and will be used to update Metro's ventilation design criteria.



Expected Performance Outcome

Improves ventilation infrastructure to expel smoke from tunnels in the event of a fire incident.

Strategic Drivers

Near Term Deliverables

Metro will complete the Red-Line pilot and evaluate its effectiveness while considering future system-wide tunnel ventilation improvements which are unfunded in the six-year CIP.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$24.3
FY23 Forecast	$20.7
Planned Investments	**($M)**
FY24	$9.1
FY25	$3.7
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$12.9
10-Year Total (FY24-FY33)	$12.9
Beyond FY33	$0.0
Total Estimated Investment	$57.9

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$9.1

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation			✓								
Implementation and Construction	✓	✓	✓								
Operations Activation		✓	✓								

Cybersecurity Legacy Software Improvements (CIP0357)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): TBD

Description

This project improves, maintain and upgrade applications to improve cybersecurity.

Expected Performance Outcome

Protects Metro IT systems from cybersecurity risks through direct improvements, maintenance and upgrade of existing systems and technologies across the system.

Strategic Drivers

Near Term Deliverables

Metro will complete security assessments of systems, modify, upgrade, replace and decommission technology based on these assessments.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$5.9
FY23 Forecast	$3.5
Planned Investments	**($M)**
FY24	$3.5
FY25	$0.0
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$3.5
10-Year Total (FY24-FY33)	$3.5
Beyond FY33	$0.0
Total Estimated Investment	$12.9

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$3.5
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓									
Operations Activation											

Business Systems State of Good Repair (CIP0358)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): TBD

Description

This program supports state of good repair activities for critical business applications including web applications, timekeeping and enterprise resource planning (ERP) systems.

Expected Performance Outcome

Provides continuity of operations and data security of critical information software applications.

Strategic Drivers

Near Term Deliverables

Metro will continue maintaining and enhancing the portfolio of software applications to meet operating and business requirements.

Cost ($M)

Investments	($M)
FY23 Forecast	$14.2
Planned Investments	**($M)**
FY24	$14.2
FY25	$15.4
FY26	$15.9
FY27	$16.3
FY28	$16.8
FY29	$17.3
6-Year Total (FY24-FY29)	$96.0
10-Year Total (FY24-FY33)	$170.7
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

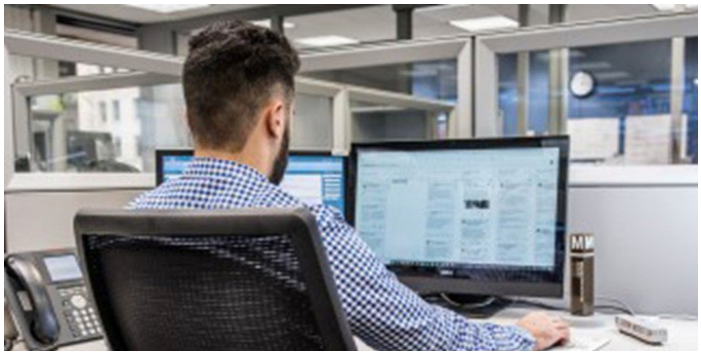
FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$14.2
Reimbursable	$0.0
Debt	$0.0

Enterprise Technology Platforms State of Good Repair (CIP0359)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program supports state of good repair activities for critical enterprise shared services including business intelligence, storing and building data structures and other enterprise tools.



Expected Performance Outcome

This program supports tools and applications, as well as other shared services, utilized by both the Metro Business and Transit teams for their day-to-day sustainment operations.

Strategic Drivers

Near Term Deliverables

Metro will continue implementation of functional improvements, system integrations, data management, reporting, new modules, new applications, and maintaining and enhancing existing applications.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$4.5
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$4.5
Planned Investments	**($M)**
FY24	$4.5
FY25	$4.5
FY26	$4.7
FY27	$4.8
FY28	$5.0
FY29	$5.1
6-Year Total (FY24-FY29)	$28.7
10-Year Total (FY24-FY33)	$50.7
Beyond FY33	$0.0

Transit Systems State of Good Repair (CIP0360)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program supports state of good repair activities for critical transit applications including Bus, Rail, Asset Management, Safety and Metro Transit Police Department (MTPD) systems.

Expected Performance Outcome

Metro will continue to support the customer-facing services and related applications. This includes support for MTPD, Safety, Asset Management related to engineering and infrastructure assets, Geographic information system, Fare Collection, and other customer-facing websites.

Strategic Drivers

Near Term Deliverables

Metro will continue maintaining software systems used by rail operations control center, passenger information displays, Metro Police, and the safety department.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$10.3
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

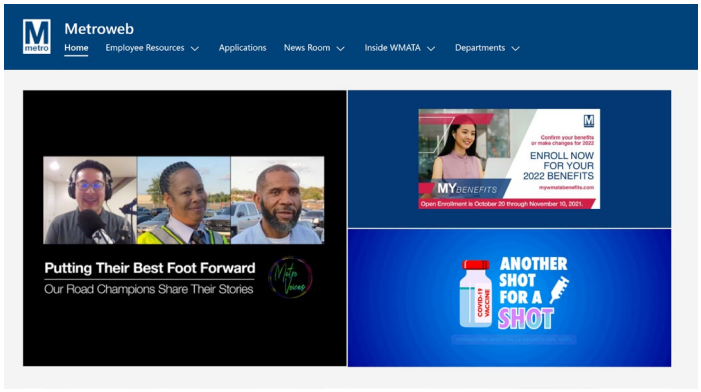
Investments	($M)
FY23 Forecast	$10.3
Planned Investments	**($M)**
FY24	$10.3
FY25	$10.3
FY26	$10.3
FY27	$10.3
FY28	$10.3
FY29	$15.2
6-Year Total (FY24-FY29)	$66.7
10-Year Total (FY24-FY33)	$131.4
Beyond FY33	$0.0

Service Oriented Architecture (SOA) Program (CIP0361)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

Service-Oriented Architecture (SOA) application platform enables organizations to share independent services to accomplish business goals. SOA enables the development of applications to be more efficient and secure. This supports the ability to adjust applications to align with changing business needs.



Expected Performance Outcome

SOA offers flexibility by providing infrastructure automation and tools, thereby achieving a reduction in integration costs, as well as their efficient and effective coordination. SOA architecture enables IT structures to align to business goals.

Strategic Drivers

Near Term Deliverables

Metro will continue maintaining and improving its SOA services and systems to meet operating and business requirements.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.3
Planned Investments	**($M)**
FY24	$1.2
FY25	$1.1
FY26	$1.1
FY27	$1.2
FY28	$1.2
FY29	$1.2
6-Year Total (FY24-FY29)	$7.1
10-Year Total (FY24-FY33)	$12.5
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$1.2
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Independent Verification & Validation program (CIP0362)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

Independent Verification and Validation (IV&V) is Verification and Validation activities performed by an agency that is not under the control of the organization that is developing the software. It also performs dynamic verification by different testing methods such as integration, functional, and system testing. This program will support verification and validation activities for the overall technology development projects and operation and maintenance programs.

Expected Performance Outcome

The IV&V program will reduce discrepancies in the product quality and specifications. The program will also ensures that developers are adhering to Metro regulations and standards.

Strategic Drivers

Near Term Deliverables

Execute procurement for a vendor to complete an assessment of Metro's information technology landscape to identify what is needed to establish an IV&V program.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.2
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$0.2
Planned Investments	**($M)**
FY24	$0.2
FY25	$0.1
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$0.3
10-Year Total (FY24-FY33)	$0.3
Beyond FY33	$0.0

Cyber Security (CIP0363)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program supports state of good repair activities for critical cybersecurity software applications.

Expected Performance Outcome

Provides continuity of operations and data security of software applications.

Strategic Drivers

Near Term Deliverables

Metro will continue maintaining and improving cybersecurity software applications to meet operating and business requirements.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$1.5
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$0.4
Planned Investments	**($M)**
FY24	$1.5
FY25	$1.5
FY26	$1.5
FY27	$1.5
FY28	$1.5
FY29	$1.5
6-Year Total (FY24-FY29)	$9.0
10-Year Total (FY24-FY33)	$15.0
Beyond FY33	$0.0

Aerial Structure Rehabilitation B (CIP0370)

Initiative Type: Project
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Rail
Program: Structures
Federal Participation (all years): Yes

Description

This project rehabilitates structural and system components of 20 structures: 1) Park Road, 2) Frederick Avenue, 3) Orange Line 495 Aerial, 4) Greenbelt Station Outer Loop Ramp Bridge 5) Greenbelt Inner Loop Aerial, 6) Route 7 Bridge, 7) Route 7 Ramp Bridge, 8) E-Line CSX Bridge, 9) Greenbelt Station Beltway Crossing Bridge, 10) Berwyn Rd., 11) Dunn Loring Pedestrian Bridge, 12) Vienna Station-North, 13) Vienna Station-South Pedestrian Bridge, 14) West Falls Church Station Pedestrian Bridge, 15) Aspen St. Bridge, 16) Georgia Ave. Bridge, 17) Piney Branch Rd. Bridge, 18) Riggs Rd. Bridge, 19) Van Buren St. Bridge, 20) Westmoreland St. Bridge

Expected Performance Outcome

Address findings on aerial structures identified during Metro safety inspections. Prevents emergency shutdowns of rail service due to structural deficiencies.

Strategic Drivers

Near Term Deliverables

Metro will issue the contract to design and repair approximately 20 bridges.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.3
FY23 Forecast	$9.0
Planned Investments	**($M)**
FY24	$34.4
FY25	$29.8
FY26	$20.9
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$85.1
10-Year Total (FY24-FY33)	$85.1
Beyond FY33	$0.0
Total Estimated Investment	$94.4

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$24.9
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$9.5

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓										
Implementation and Construction		✓	✓	✓							
Operations Activation		✓	✓	✓							

West Falls Church Development (CIP0371)

Initiative Type: Project
Category: Business & Operations Support
Location: West Falls Church Rail Station
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This project redevelops the West Falls Church Station parking lots and reconfigures the bus loop and kiss and ride at the station to create a street grid and connecting roads as part of a joint development.

Expected Performance Outcome

Increase ridership and improve station access and the customer experience.

Strategic Drivers

Near Term Deliverables

Begin development and evaluation activities including design.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.0
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.5
FY25	$0.0
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$0.5
10-Year Total (FY24-FY33)	$15.1
Beyond FY33	$0.0
Total Estimated Investment	$15.1

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.5
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

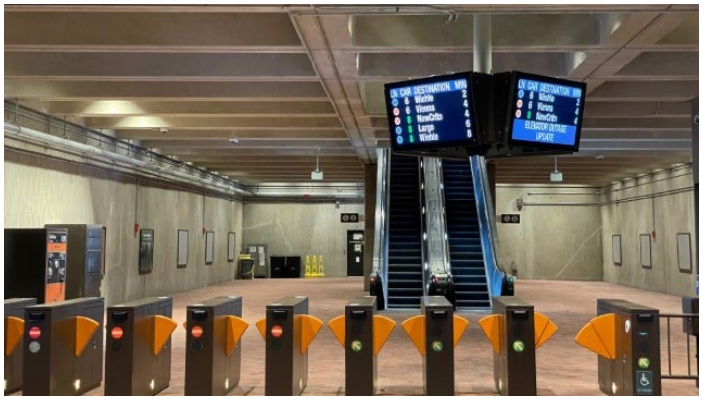
Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation		✓									
Implementation and Construction								✓	✓	✓	✓
Operations Activation											

Station Revitalization (CIP0372)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Station Systems
Federal Participation (all years): Yes

Description

This project replaces station systems including fire, life and safety systems at 18 stations (Farragut West, Judiciary Square, Union Station, National Airport, Mt. Vernon Square, Smithsonian, Federal Center SW, L'Enfant Plaza, Waterfront, McPherson Sq, Federal Triangle, Metro Center, Farragut North, Gallery Place, Archives, Foggy Bottom, Rosslyn and Court House).



Expected Performance Outcome

Improve customer safety, upgrade information systems, and maintain fire and life safety assets in a state of good repair.

Strategic Drivers

Near Term Deliverables

Initiate development and evaluation activities including assessments and alternative analyses.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.0
FY23 Forecast	$0.7
Planned Investments	**($M)**
FY24	$0.0
FY25	$3.0
FY26	$5.4
FY27	$9.3
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$17.6
10-Year Total (FY24-FY33)	$503.6
Beyond FY33	$59.5
Total Estimated Investment	$563.8

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

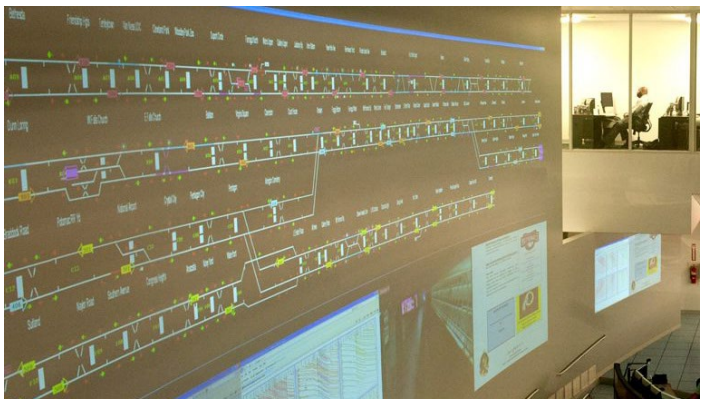
Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation			✓								
Implementation and Construction				✓	✓			✓	✓	✓	✓
Operations Activation				✓	✓			✓	✓	✓	✓

Equipment to Support New Radio System (CIP0373)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This project upgrades the operation control consoles located at the Carmen Turner Facility to be compatible with the current radio system (490MHz) and the future ratio system (700MHz). The radio antennae will be moved from the Jackson Graham Building to a new location before decommissioning the old headquarters building.



Expected Performance Outcome

Improve flexibility and continuity of operations as Metro transitions from the 490MHz radio system to the 700MHz radio system.

Strategic Drivers

Near Term Deliverables

Metro will relocate the Jackson Graham Building radio antennae farm to the DC Headquarters at L'Enfant Plaza and upgrade the Carmen Turner Facility Operations Control Center consoles.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$4.9
FY23 Forecast	$46.2
Planned Investments	**($M)**
FY24	$0.5
FY25	$0.0
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$0.5
10-Year Total (FY24-FY33)	$0.5
Beyond FY33	$0.0
Total Estimated Investment	$51.6

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.5

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓										
Operations Activation	✓	✓									

Infrastructure Improvements Solar Power Installation (CIP0374)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

To support the installation of solar panels at Metro parking garages and surface lots, this project completes state of good repair activities and installation of lights and cameras.

Expected Performance Outcome

Mitigate potential risks to customers as open parking in garages and surface lots are covered with solar panels.

Strategic Drivers

Near Term Deliverables

Metro will complete the required ancillary improvements at Cheverly, Anacostia, Southern, and Naylor Road parking garages and/or surface lots to support solar installations.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$2.2
FY23 Forecast	$9.9
Planned Investments	**($M)**
FY24	$1.0
FY25	$4.4
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$5.4
10-Year Total (FY24-FY33)	$5.4
Beyond FY33	$0.0
Total Estimated Investment	$17.5

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$1.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓									
Operations Activation		✓									

Shaft Structural Rehabilitation - 7 Shafts (CIP0375)

Initiative Type: Project
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Systemwide
Program: Structures
Federal Participation (all years): No

Description

This project rehabilitates seven shafts to address damage to the structure from water infiltration, including repairs to grouting, concrete, ladders, stairs, electrical equipment, bollards, and drainage systems.

Expected Performance Outcome

Addresses the state of good repair deficiencies to bring these assets into good working order, mitigating the risk of failure and injury to employees and customers.

Strategic Drivers

Near Term Deliverables

Begin the remediation of seven shafts; six on the Red Line and one on the Green Line.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.0
FY23 Forecast	$1.0
Planned Investments	**($M)**
FY24	$1.4
FY25	$38.9
FY26	$29.1
FY27	$6.3
FY28	$0.9
FY29	$0.0
6-Year Total (FY24-FY29)	$76.6
10-Year Total (FY24-FY33)	$76.6
Beyond FY33	$0.0
Total Estimated Investment	$77.6

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.8
Reimbursable	$0.0
Debt	$0.6

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation		✓									
Implementation and Construction			✓	✓	✓						
Operations Activation			✓	✓	✓	✓					

Western Bus Garage Replacement (CIP0376)

Initiative Type: Project
Category: Bus, Bus Facilities & Paratransit
Location: District of Columbia
Mode: Bus
Program: Maintenance Facilities
Federal Participation (all years):

Description

This project replaces the obsolete Western Bus Garage maintenance and operations facility to improve use and capacity of limited facility space. The new facility, designed to achieve LEED certification, will support full implementation of 100% electric vehicles, multiple access points, bus parking, and maintenance bays.

Expected Performance Outcome

Provides a new LEED-certified bus facility that will improve bus safety as measured by the Safety performance target of ≤3.6 employee injuries per 200,000 hours worked, and efficiency, maintenance and operations as measured by the Bus Fleet Reliability performance target of ≥8,200 miles between failure (examples based on Metro's FY23 targets).

Strategic Drivers

Near Term Deliverables

Metro will continue the planning, preliminary design and National Environmental Policy Act (NEPA) review process for Western Bus Garage replacement.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.0
FY23 Forecast	$55.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$1.3
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$40.0
6-Year Total (FY24-FY29)	$41.3
10-Year Total (FY24-FY33)	$465.2
Beyond FY33	$0.0
Total Estimated Investment	$520.2

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓	✓	✓				✓				
Implementation and Construction	✓						✓	✓	✓	✓	✓
Operations Activation											✓

Metro Strategic Transformation Plan (CIP0378)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years):

Description

This project creates a new strategic plan for Metro. The strategic plan will be developed by the Board, jurisdictional partners, customers, and staff to move the organization forward.

Expected Performance Outcome

Creates a new strategic plan to align the organization to deliver services in accordance with customer and jurisdictional needs.

Strategic Drivers

Near Term Deliverables

Metro will continue work to update the Metro's Strategic Plan.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.0
FY23 Forecast	$1.7
Planned Investments	**($M)**
FY24	$0.0
FY25	$1.8
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$1.8
10-Year Total (FY24-FY33)	$1.8
Beyond FY33	$0.0
Total Estimated Investment	$3.5

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓	✓	✓								
Implementation and Construction											
Operations Activation											

D&E Railcar Acquisition (CIP8001)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Acquisition
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and design tasks to support new railcar acquisition efforts.

Expected Performance Outcome

Supports efforts to develop and prioritize projects related to railcar fleet acquisition needs. Railcar projects aid in maintaining a state of good repair of the railcar fleet by replacing the least reliable and poorest performing vehicles.

Strategic Drivers

Near Term Deliverables

Metro will update the Rail Fleet Plan.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.5
FY25	$0.5
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$1.0
10-Year Total (FY24-FY33)	$1.0
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

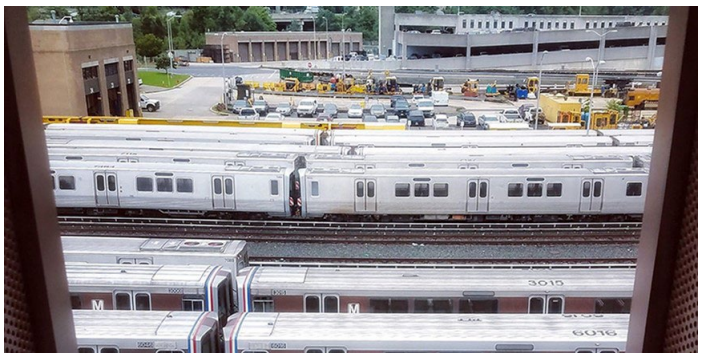
FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.5
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

D&E Rail Yard Improvements (CIP8005)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs to support rail yard improvements.



Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging rail maintenance facility needs before committing to larger investments.

Strategic Drivers

Near Term Deliverables

Metro will complete assessments of rail yard needs to determine state of good repair requirements.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.4
Planned Investments	**($M)**
FY24	$0.5
FY25	$0.0
FY26	$0.0
FY27	$1.0
FY28	$11.3
FY29	$3.9
6-Year Total (FY24-FY29)	$16.6
10-Year Total (FY24-FY33)	$24.1
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.5
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

D&E Electrical Improvements (CIP8007)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide
Mode: Rail
Program: Power
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs to support train propulsion needs that may lead to future capital initiatives.

Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers

Near Term Deliverables

Metro will also continue work to advance the braking energy assessment and the third rail heat tape evaluation.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.2
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$0.1
Planned Investments	**($M)**
FY24	$0.2
FY25	$0.3
FY26	$0.5
FY27	$0.1
FY28	$0.2
FY29	$0.0
6-Year Total (FY24-FY29)	$1.2
10-Year Total (FY24-FY33)	$1.2
Beyond FY33	$0.0

Future Traction Power Projects (CIP8008)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide
Mode: Rail
Program: Power
Federal Participation (all years):

Description

This program identifies new traction power investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.

Expected Performance Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers

Near Term Deliverables

No planned deliverables in FY2024.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$1.0
FY27	$7.0
FY28	$11.0
FY29	$18.7
6-Year Total (FY24-FY29)	$37.7
10-Year Total (FY24-FY33)	$202.9
Beyond FY33	$60.0

Anticipated Funding Sources ($M)

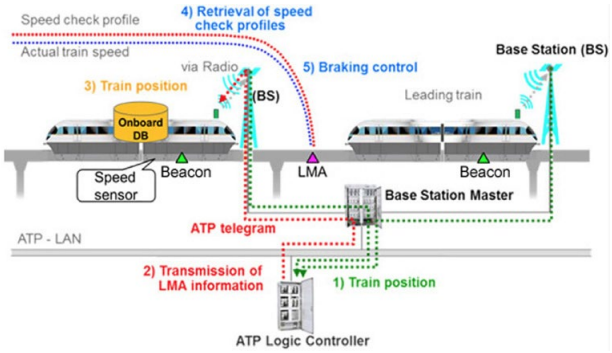
FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Future Signals and Communications Improvements (CIP8010)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide
Mode: Rail
Program: Signals & Communications
Federal Participation (all years):

Description

This program identifies new signals and communications investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Performance Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers

Near Term Deliverables

No planned deliverables in FY2024.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.0
FY27	$8.2
FY28	$10.0
FY29	$10.0
6-Year Total (FY24-FY29)	$28.2
10-Year Total (FY24-FY33)	$238.2
Beyond FY33	$4,761.8

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

D&E Fixed Rail Improvements (CIP8011)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Rail
Program: Fixed Rail
Federal Participation (all years): No

Description

This program supports the development and evaluation of new initiatives associated with railway improvements.

Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers

Near Term Deliverables

Metro will pilot composite ties and study restraining rail and turnout designs.

Cost ($M)

Investments	($M)
FY23 Forecast	$1.1
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.9
FY26	$2.0
FY27	$0.0
FY28	$0.5
FY29	$0.0
6-Year Total (FY24-FY29)	$3.4
10-Year Total (FY24-FY33)	$13.4
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

D&E Track Structures Improvements (CIP8013)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

This program supports Metro's efforts to complete surveys, studies, engineering, and design tasks for tracks' and structures' capital initiatives.

Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions for emerging track and structural needs before committing to larger investments.

Strategic Drivers

Near Term Deliverables

Metro will continue a study to address crowding in trains and stations and congestion within the busy Blue/Orange/Silver Line shared corridor. Also, complete design for extending a key pocket track outside of the Stadium Armory Metrorail station.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$2.7
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$2.5
Planned Investments	**($M)**
FY24	$2.7
FY25	$3.1
FY26	$2.0
FY27	$3.0
FY28	$4.5
FY29	$2.0
6-Year Total (FY24-FY29)	$17.3
10-Year Total (FY24-FY33)	$64.2
Beyond FY33	$0.0

Future Track and Structures Improvements (CIP8014)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide
Mode: Rail
Program: Structures
Federal Participation (all years):

Description

This program identifies new track and structures investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.

Expected Performance Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers

Near Term Deliverables

No planned deliverables in FY2024.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$5.0
FY27	$5.0
FY28	$10.0
FY29	$12.0
6-Year Total (FY24-FY29)	$32.0
10-Year Total (FY24-FY33)	$102.6
Beyond FY33	$290.1

Anticipated Funding Sources ($M)

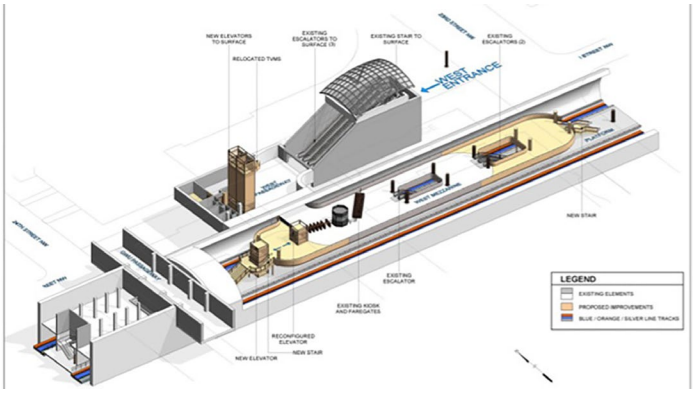
FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

D&E Rail Station Improvements (CIP8015)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs to support platform and structure improvement efforts that may lead to future capital initiatives.



Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers

Near Term Deliverables

Metro will also complete capital improvements required for the solar site leases throughout the region, and conceptual design for station restroom and breakdown improvements.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$2.1
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

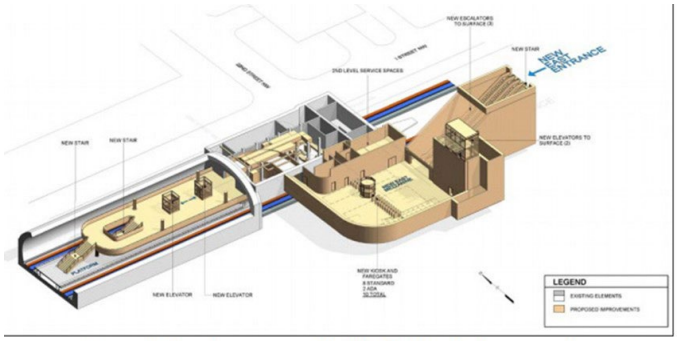
Investments	($M)
FY23 Forecast	$0.3
Planned Investments	**($M)**
FY24	$2.1
FY25	$4.4
FY26	$3.5
FY27	$7.1
FY28	$7.7
FY29	$7.4
6-Year Total (FY24-FY29)	$32.2
10-Year Total (FY24-FY33)	$32.2
Beyond FY33	$0.0

Future Platforms & Structures (CIP8016)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years):

Description

This program provides surveys, studies, engineering, and designs to support platform and structure improvement efforts that may lead to future capital initiatives.



Foggy Bottom In-progress Model of Station Enhancements

Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger future investments.

Strategic Drivers

Near Term Deliverables

No planned deliverables in FY2024.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.1
FY27	$2.0
FY28	$8.5
FY29	$8.7
6-Year Total (FY24-FY29)	$19.4
10-Year Total (FY24-FY33)	$137.2
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

D&E Passenger Facility Improvements (CIP8019)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Station Systems
Federal Participation (all years):

Description

This program identifies improvements needed for Metro's passenger facilities. Supports the development of designs and evaluates potential solutions.

Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers

Near Term Deliverables

Metro will continue evaluation of implementation strategy for systemwide upgrades to the Passenger Information Display System.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.6
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$6.5
FY27	$3.0
FY28	$11.5
FY29	$26.8
6-Year Total (FY24-FY29)	$47.8
10-Year Total (FY24-FY33)	$137.9
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

D&E Bus & Paratransit Improvements (CIP8021)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Acquisition
Federal Participation (all years):

Description

This program provides surveys, studies, engineering, and designs related to new bus and paratransit efforts that may lead to future capital initiatives.

Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers

Near Term Deliverables

Metro will advance design package development for future zero-emissions bus garages.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$1.0
FY26	$0.0
FY27	$0.5
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$1.5
10-Year Total (FY24-FY33)	$3.0
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Future Bus Maint/Overhaul Proj (CIP8024)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Systemwide
Program: Maintenance/Overhaul
Federal Participation (all years):

Description

This program supports the development of converting future bus maintenance facilities to meet the needs of maintaining an electric bus fleet. This program also supports future needs related to planning, training and operational support for Zero-Emissions Buses.

Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger future investments.

Strategic Drivers

Near Term Deliverables

Continued development and evaluation of necessary bus garage facility improvements to support electric vehicle operations.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$10.0
FY26	$25.2
FY27	$55.0
FY28	$105.0
FY29	$135.1
6-Year Total (FY24-FY29)	$330.3
10-Year Total (FY24-FY33)	$776.5
Beyond FY33	$452.1

D&E Bus Maintenance Facility Improvements (CIP8025)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs related to new bus maintenance facility needs that may lead to future capital initiatives.

Expected Performance Outcome

Supports efforts to identify rehabilitation or replacement needs of bus maintenance facilities and develop and evaluate potential solutions before committing to investments.

Strategic Drivers

Near Term Deliverables

Metro will evaluate the need to renovate bus training space and assess improvements to the Blair Road facility.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.8
Planned Investments	**($M)**
FY24	$0.1
FY25	$0.0
FY26	$0.0
FY27	$0.4
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$0.5
10-Year Total (FY24-FY33)	$0.5
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.1
Reimbursable	$0.0
Debt	$0.0

Future Bus Maintenance Facilities (CIP8026)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Maintenance Facilities
Federal Participation (all years):

Description

This program identifies new bus maintenance facility investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.

Expected Performance Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers

Near Term Deliverables

No planned deliverables in FY2024.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$1.0
FY27	$2.0
FY28	$0.1
FY29	$0.0
6-Year Total (FY24-FY29)	$3.1
10-Year Total (FY24-FY33)	$22.4
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

D&E Bus Passenger Facility Improvements (CIP8027)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years):

Description

This program provides surveys, studies, engineering, and designs related to bus passenger facilities that may lead to future capital projects or programs.

Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging rehabilitation or replacement needs of bus passenger facilities before committing to larger investments.

Strategic Drivers

Near Term Deliverables

No planned deliverables in FY2024.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.1
FY27	$5.5
FY28	$6.5
FY29	$10.0
6-Year Total (FY24-FY29)	$22.1
10-Year Total (FY24-FY33)	$62.5
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Future Bus Pass Facil Systems (CIP8028)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide
Mode: Systemwide
Program: Passenger Facilities/Systems
Federal Participation (all years):

Description

This program provides surveys, studies, engineering, and designs related to new bus passenger facilities that may lead to future capital initiatives.

Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers

Near Term Deliverables

No planned deliverables in FY2024.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.0
FY27	$0.0
FY28	$0.1
FY29	$0.0
6-Year Total (FY24-FY29)	$0.1
10-Year Total (FY24-FY33)	$0.1
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

D&E Information Technology Improvements (CIP8029)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program identifies emerging information technology needs and develops and evaluates potential capital initiatives.

Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging information technology needs before committing to larger investments.

Strategic Drivers

Near Term Deliverables

Metro will formulate proposed solutions to critical IT needs including Digital Content Management, Employee Health and Wellness Applications, Enterprise Identity and Access Management and an Internet of Things Pilot.

Cost ($M)

Investments	($M)
FY23 Forecast	$8.2
Planned Investments	**($M)**
FY24	$11.6
FY25	$9.0
FY26	$6.5
FY27	$3.5
FY28	$1.0
FY29	$1.3
6-Year Total (FY24-FY29)	$33.0
10-Year Total (FY24-FY33)	$47.3
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$6.3
Dedicated Funding	$5.4
Reimbursable	$0.0
Debt	$0.0

Future Information Technology Projects (CIP8030)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program identifies new information technology investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.

Expected Performance Outcome

Identifies potential future investments as development and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers

Near Term Deliverables

Metro will complete necessary upgrades to the Public Participation Mangement software.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.7
Planned Investments	**($M)**
FY24	$1.0
FY25	$4.0
FY26	$4.1
FY27	$8.0
FY28	$10.2
FY29	$6.6
6-Year Total (FY24-FY29)	$34.0
10-Year Total (FY24-FY33)	$77.2
Beyond FY33	$20.0

Anticipated Funding Sources ($M)

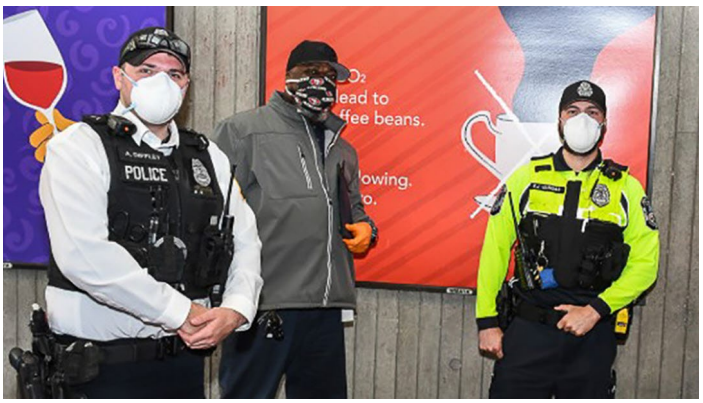
FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$1.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Future Metro Transit Police Projects (CIP8032)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: MTPD
Federal Participation (all years): No

Description

This program identifies new Metro Transit Police investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Performance Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers

Near Term Deliverables

Metro will perform a business case analysis including alternatives to provide a consolidated training facility for first responders within the overall initiative of a comprehensive WMATA-wide training facility.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.3
FY25	$1.4
FY26	$1.0
FY27	$1.0
FY28	$2.5
FY29	$2.8
6-Year Total (FY24-FY29)	$8.9
10-Year Total (FY24-FY33)	$15.9
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

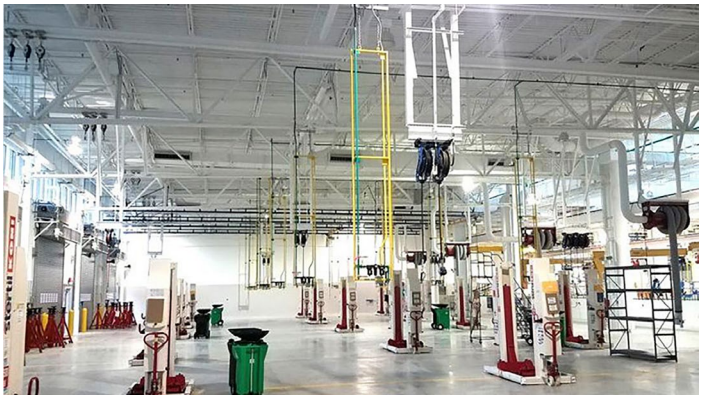
FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.3
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

D&E Support Equipment Improvements (CIP8033)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years):

Description

This program evaluates the purchase of equipment, services, and support systems.



Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers

Near Term Deliverables

No planned deliverables in FY2024.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.0
Planned Investments	**($M)**
FY24	$0.0
FY25	$0.0
FY26	$0.4
FY27	$0.0
FY28	$0.8
FY29	$0.0
6-Year Total (FY24-FY29)	$1.2
10-Year Total (FY24-FY33)	$1.2
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Future Support Equipment Projects (CIP8034)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program identifies new equipment and services investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.

Expected Performance Outcome

Identifies potential future investments as development and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers

Near Term Deliverables

Metro will purchase medical equipment for the Occupational Health and Wellness Department.

Cost ($M)

Investments	($M)
FY23 Forecast	$0.4
Planned Investments	**($M)**
FY24	$0.5
FY25	$0.5
FY26	$0.5
FY27	$0.5
FY28	$8.3
FY29	$10.5
6-Year Total (FY24-FY29)	$20.8
10-Year Total (FY24-FY33)	$184.7
Beyond FY33	$0.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.5
Dedicated Funding	$0.0
Reimbursable	$0.0
Debt	$0.0

Planning Support for the District of Columbia (CRB0005)

Initiative Type: Program
Category: Business & Operations Support
Location: District of Columbia
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program facilitates planning and design of potential future transit projects and transit oriented development efforts which create pedestrian-oriented, mixed-use communities centered around Metro stations. This also includes other projects that are of priority interest to Metro and the District of Columbia.

Expected Performance Outcome

Facilitates improvements in station circulation, station access, regional transportation planning, and joint development activities that are of mutual interest to Metro and the District of Columbia.

Strategic Drivers

Near Term Deliverables

Planning for transit-oriented development in the District of Columbia. Metro will also coordinate planning requirements for other station passenger circulation improvements, joint developments, rail improvements, and bus facilities as requested by the District of Columbia.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$1.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$1.3
Planned Investments	**($M)**
FY24	$1.0
FY25	$1.0
FY26	$1.0
FY27	$1.0
FY28	$1.0
FY29	$1.0
6-Year Total (FY24-FY29)	$6.0
10-Year Total (FY24-FY33)	$10.0
Beyond FY33	$0.0

Planning Support for Maryland Jurisdictions (CRB0009)

Initiative Type: Program
Category: Business & Operations Support
Location: State of Maryland
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program facilitates planning and design of potential future transit projects and transit oriented development efforts which create pedestrian-oriented, mixed-use communities centered around Metro stations. This also includes other projects that are of priority interest to Metro and Maryland jurisdictions.

Expected Performance Outcome

Facilitates improvements in station circulation, station access, regional transportation planning, and joint development activities that are of mutual interest to Metro and the Maryland jurisdictions.

Strategic Drivers

Near Term Deliverables

Planning for transit-oriented development in Maryland. Metro will also coordinate planning requirements for other station passenger circulation improvements, joint developments, rail improvements, and bus facilities as requested by localities in Maryland.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$0.9
Debt	$0.0

Cost ($M)

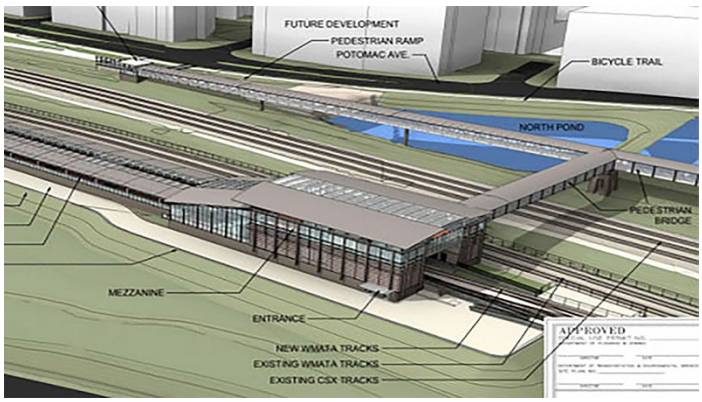
Investments	($M)
FY23 Forecast	$1.0
Planned Investments	**($M)**
FY24	$0.9
FY25	$1.0
FY26	$1.0
FY27	$1.0
FY28	$1.0
FY29	$1.0
6-Year Total (FY24-FY29)	$5.9
10-Year Total (FY24-FY33)	$9.9
Beyond FY33	$0.0

Potomac Yard Station Construction (CRB0013)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Commonwealth of Virginia
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): No

Description

The project supports the design and construction of a new Metrorail station on the Yellow and Blue Lines between the existing Braddock Road and Ronald Reagan Washington National Airport Stations. This project is a partnership between Metro and the City of Alexandria, which is funding the new station.



Expected Performance Outcome

Increases access to Metrorail in the City of Alexandria, accommodating economic development, reduced vehicle traffic, and improved quality of life in in the City of Alexandria and the surrounding community.

Strategic Drivers

Safety Security Reliability/SGR

Near Term Deliverables

Metro will complete construction of the South Access Pavilion, retaining wall, and restoration of wetlands. Station is expected to open for passenger service in FY2023. Contract close out and punch-list items will continue after station opening.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$266.2
FY23 Forecast	$54.3
Planned Investments	**($M)**
FY24	$12.6
FY25	$6.9
FY26	$0.0
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$19.5
10-Year Total (FY24-FY33)	$19.5
Beyond FY33	$0.0
Total Estimated Investment	$340.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$12.6
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓	✓								
Operations Activation	✓										

Planning Support for Virginia Jurisdictions (CRB0018)

Initiative Type: Program
Category: Business & Operations Support
Location: Commonwealth of Virginia
Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program facilitates planning and design of potential future transit projects and transit oriented development efforts which create pedestrian-oriented, mixed-use communities centered around Metro stations. This also includes other projects that are of priority interest to Metro and the Commonwealth of Virginia jurisdictions.

Expected Performance Outcome

Facilitates improvements in station circulation, station access, regional transportation planning, and joint development activities that are of mutual interest to Metro and the Commonwealth of Virginia jurisdictions.

Strategic Drivers

Near Term Deliverables

Planning for transit-oriented development in Viriginia. Metro will also coordinate planning requirements for other station passenger circulation improvements, joint developments, rail improvements, and bus facilities as requested by localities in Virginia.

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$1.0
Debt	$0.0

Cost ($M)

Investments	($M)
FY23 Forecast	$1.3
Planned Investments	**($M)**
FY24	$1.0
FY25	$1.0
FY26	$1.0
FY27	$1.0
FY28	$1.0
FY29	$1.0
6-Year Total (FY24-FY29)	$6.0
10-Year Total (FY24-FY33)	$10.0
Beyond FY33	$0.0

Silver Line Phase 1 Railcars (CRB0019_19)

Initiative Type: Project
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Acquisition
Federal Participation (all years): No

Description

This project acquires 64 new 7000-series railcars for Phase 1 construction of the Silver Line; the railcars are funded by the Metropolitan Washington Airports Authority (MWAA).

Expected Performance Outcome

Provides additional railcars necessary for the Phase 1 portion of the new Silver Line rail service. All railcars have been received.

Strategic Drivers

Near Term Deliverables

Metro will achieve final acceptance of tools and test equipment, as-built drawings, user education program, operation and maintenance manuals, and spare parts catalogs.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.0
FY23 Forecast	$9.0
Planned Investments	**($M)**
FY24	$4.4
FY25	$0.0
FY26	$0.0
FY27	$16.7
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$21.1
10-Year Total (FY24-FY33)	$21.1
Beyond FY33	$0.0
Total Estimated Investment	$30.1

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$4.4
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓			✓						
Operations Activation											

Silver Line Phase 2 Railcars (CRB0020_01)

Initiative Type: Project
Category: Railcar and Railcar Facilities
Location: Systemwide
Mode: Rail
Program: Acquisition
Federal Participation (all years): No

Description

This project acquires 64 new 7000-series railcars for Phase 2 construction of the Silver Line; the railcars are funded by the Metropolitan Washington Airports Authority (MWAA).

Expected Performance Outcome

Provides additional railcars necessary for the phase 2 portion of the new Silver Line rail service. All railcars have been received.

Strategic Drivers

Safety Security Reliability/SGR

Near Term Deliverables

Metro will complete 5-year warranty milestone payments for 64 Option 1 railcars.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$0.0
FY23 Forecast	$1.4
Planned Investments	**($M)**
FY24	$3.6
FY25	$0.0
FY26	$0.0
FY27	$15.3
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$18.9
10-Year Total (FY24-FY33)	$18.9
Beyond FY33	$0.0
Total Estimated Investment	$20.3

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$3.6
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation											
Implementation and Construction	✓	✓			✓						
Operations Activation											

Purple Line Construction Support (CRB0127)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Maryland
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): No

Description

This project supports the Purple Line, a 16-mile light rail transit line extending from Bethesda to New Carrollton. The Maryland Transit Administration (MTA) is managing and funding the development of the line which will connect to four Metrorail stations: Bethesda, Silver Spring, College Park, and New Carrollton. This project includes design and engineering support to integrate Metro facilities with the Purple Line and a new entrance into the South Mezzanine at Bethesda Station.

Expected Performance Outcome

Supports future multi-modal connections that will increase transit access in the region. Increases customers' flexibility and convenience.

Strategic Drivers

Near Term Deliverables

Metro will support design and construction efforts to integrate the Purple Line with the Metro rail system. Metro will provide engineering oversight and project management support for this MTA administered project.

Cost ($M)

Investments	($M)
Expenditure Life to Date (up to FY23)	$19.2
FY23 Forecast	$4.1
Planned Investments	**($M)**
FY24	$9.7
FY25	$27.5
FY26	$17.5
FY27	$0.0
FY28	$0.0
FY29	$0.0
6-Year Total (FY24-FY29)	$54.7
10-Year Total (FY24-FY33)	$54.7
Beyond FY33	$0.0
Total Estimated Investment	$78.0

Anticipated Funding Sources ($M)

FY24 Funding Source(s)	($M)
Federal Grants	$0.0
PRIIA/RSI Grants	$0.0
System Performance	$0.0
Dedicated Funding	$0.0
Reimbursable	$9.7
Debt	$0.0

Fiscal Year	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33
Development and Evaluation	✓	✓	✓	✓							
Implementation and Construction	✓	✓	✓	✓							
Operations Activation				✓							

Appendix E – Sustainability, Energy, Equity, and Climate Resilience

Sustainability Vision

Metro provides a sustainable transportation system that meets the needs of people, communities, and businesses in the region, and fosters social wellbeing, equity, economic prosperity, and environmental stewardship.

Sustainability Principles

- Develop and Implement an Action Plan with specific priorities, strategies, and targets to advance sustainability at Metro and in the region
- Recognize that our investments and operational decisions change lives. Make those decisions intentionally to address historical, social, environmental, and economic disparities and racial and social injustice
- Build, operate, and maintain a resilient transportation system to improve livability, the environment, equity, and access to opportunity
- Leverage the special nature of Metro's service and our unique market position to advance regional goals
- Make cost-effective and data-driven business decisions that provide Metro and its partners with the best return on its investment
- Advance the region's sustainability efforts through leading transparent and authentic collaboration with stakeholders and community partners
- Foster a culture of continual improvement through growing staff capacity and leveraging regional expertise and innovation
- Establish measurable performance indicators to track implementation and successes of Metro's strategies and actions

Sustainability at Metro

Sustainability is a fundamental business approach at Metro that advances regional goals, supports social equity and delivers economic and environmental benefits to the communities served.

In June 2021, the Metro Board of Directors adopted a sustainability vision and principles and zero emission vehicle goals demonstrating Metro's commitment to provide a sustainable transportation system to the region. The sustainability vision and principles recognize sustainability as a core value within Metro as well a way to improve performance, achieve climate and environmental goals, and contribute to livable and equitable communities.

As a vital transportation link that occupies and connects communities, a major employer and purchaser of goods and services, and one of the region's largest energy consumers, Metro's investments and operational decisions change lives – our actions have immediate and significant impacts on mobility, health, equity, economic prosperity, and the overall social wellbeing of the region.

Sustainability, decarbonization, energy, equity, and climate resilience are at the forefront of transportation planning throughout the region. This planning requires a crosscutting and interconnected effort with regional partners and jurisdictions.

Decarbonization

Public transit is inherently sustainable – by providing efficient transportation for our customers while reducing vehicle congestion and greenhouse gas emissions from single occupancy vehicles. A strategic pathway towards decarbonization must be defined to maintain a progressive push towards regional carbon and emissions reduction. As the region's largest transit provider, Metro is developing a decarbonization strategy to transition to low/carbon neutral operations and support robust local, regional, and federal climate goals. A net zero Metro system means everyone in the National Capital Region will have the opportunity to travel without contributing to climate change.

Zero-Emission Vehicle Program

The Board of Directors has adopted a resolution requiring Metro to: purchase only lower-emission buses and electric buses in the next bus procurement; transition to 100% zero-emission bus purchases by 2030; and transition to a 100% zero-emission bus fleet by 2045.

Transitioning to a zero-emission bus fleet presents a further opportunity to deliver significant environmental benefits for the region and improve the overall experience for Metrobus customers. Zero-emission buses will help drive regional air quality improvements by reducing greenhouse gas and tailpipe emissions, simultaneously providing public health benefits for everyone across the Metrobus service area. Without the need for a conventional vehicle engine, Metrobus customers will also experience a more comfortable ride while both the customers and the communities served benefit from a quieter vehicle.

The transition to zero-emission technology requires more than just new buses. It will require shared commitment, as well as significant regional investment and coordination, including:

- Energy infrastructure investments
- New policies and rate structures
- Funding to convert facilities and replace buses
- Working with frontline employees on workforce development opportunities

Energy Market Engagement

As one of the single largest energy users in the region, Metro is an important partner for meeting regional energy goals. Modernization and electrification of transportation and large-scale investments in renewable energy are some of the revolutionary changes occurring today.

Metro is engaging in the energy market in a way that supports a sustainable and resilient grid, controls our energy costs, and helps transition to the fleet of the future. Staff is growing skills and experience and exploring market opportunities, including clean energy and decarbonization.

Metro is partnering with electric utilities, jurisdictions, and stakeholders to secure forward-looking energy contracts for financial savings and environmental benefits. For example, in coordination with the General Services Administration (GSA), Metro secured new electricity supply contracts for the District of Columbia and in Maryland that require suppliers to provide 50 percent of the electricity from renewables.

In addition, Metro is advancing 10 Megawatts (MW) of clean solar power through an innovative lease agreement recognized by the Rocky Mountain Institute as one of the 10 "Most Noteworthy Local Government Renewables Deals of 2020". This is the largest community solar project in the National Capital Area and one of the largest in the nation.

Energy Action Plan

Metro's Energy Action Plan transforms the way Metro does business to provide a greener, safer, more reliable ride. The Energy Action Plan is helping Metro reach environmental goals through increased energy efficiency and is generating long-term cost savings to support responsible stewardship of its capital funding.

This Plan has three main pillars:

1. Implementation of energy audit identified capital investments;
2. Modernization of design, construction, and operations; and
3. Dynamic engagement in the energy market.

The Energy Action Plan includes capital investments in energy efficiency projects between now and 2025 that will realize energy and operations/maintenance cost savings.

Solar Carports at Anacostia Station Garage (Aug 2022)

Equity

Metro is advancing transit and social equity across its operations and business. As a participant in the American Public Transportation Association (APTA) Racial Equity Commitment Program, Metro has pledged to make racial equity an explicit strategic priority for the agency; undertake an annual diversity, equity and inclusion climate assessment; review and analyze demographic data; put in place programs, policies, and practices to establish and maintain a diverse, equitable, and inclusive environment; and dedicate resources to promote DEI initiatives. As part of this pledge, in late 2022, Metro began recruiting for a Chief DEI Officer. Equity is being incorporated in the bus network redesign, the DBE/MBE programs, public participation, and sustainability. Metro is updating its sustainability measures and targets. Expanded measures are anticipated to go beyond traditional environmental targets and may include targets related to equity, prosperity, livability, and accessibility.

Climate Resiliency

In line with our sustainability principles, Metro launched an effort to develop a climate resilience strategy that will better help us prepare and prioritize strategic investments in alignment with regional resilience planning efforts.

An overarching climate resilience strategy will enhance long-term planning, identify vulnerability and risk, estimate the cost of inaction, and help strategically prioritize regional investments.

Innovation and Continuous Improvement

Metro facilitates an organizational culture of continual improvement and sustainable stewardship. Metro's Sustainability Lab and Sustainability Awards promote cost effective innovation and best practice adoption across the Authority. Since their inception, these two programs combined have sponsored several business case analyses, test and evaluation programs and operational improvements, and recognized more than 120 staff.

Metro has also embedded tools to support innovation and data-driven business decisions into operations. For example, Metro actively monitors its energy consumption and costs through a centralized location for all utility data enabling insight into operations and opportunities for cost savings.

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Appendix F – Financial Standards

Metro's Financial Standards can be grouped into three major areas: general, business planning, and debt policy. The purpose of the general standards is to ensure that Metro prudently manages its daily financial operations and establishes appropriate cash reserves.

The business directives from the General Manager provide management with a set of parameters for developing the upcoming year's budget and other longer-term financial plans, as well as establishing future business targets for management to achieve.

The purpose of debt policy standards is to acknowledge the parameters that govern the incurrence of Metro Debt and to ensure that debt assumptions are based on financial parameters that are similar or more conservative than those that would be placed on Metro by the financial marketplace. Actual debt covenants may differ from these standards, and in accordance with the debt policy, the actual covenants will be disclosed in any Board report supporting a debt issuance.

Also, this appendix explains how Metro allocates state and local funding support among the jurisdictions.

Financial Standards – General

GAAP

- Complete and accurate accounting records are maintained in accordance with accounting principles generally accepted in the United States of America (US GAAP) as applicable to governmental entities. The standard setting body establishing governmental accounting and financial reporting standards is the Government Accounting Standards Board

Revenue and Expenditure Recognition

- Revenues are recognized in the period that they are earned, and expenses are recognized in the period in which they are incurred. Metro distinguishes between operating and non-operating revenues and expenses in its financial statements
- Operating revenues, which do not include state or local operating subsidy contributions or federal operating grants, are primarily composed of passenger fares and parking fees, which together represented 79 percent of operating revenues in FY2022

Fiscal Year

- The fiscal year-end for financial reporting purposes is June 30th of each year. The Board approves the budget for each fiscal year by June 30th of the previous year

Annual Comprehensive Financial Report (ACFR)

- An independent certified public accounting firm performs an audit of Metro's financial statements. Metro's goal is to receive an unmodified ("clean") opinion on its financial statements and to receive the Government Finance Officers Association (GFOA) award for excellence in financial reporting for its ACFR

Other Financial Policies and Guidelines

- Funds are invested within the guidelines of the Board's approved investment policies and in compliance with the investment guidelines in Metro's Compact
- In accordance with Board Resolution No. 81-36, designated Metro officials are empowered to open, close, or authorize changes to accounts and are authorized to appoint individuals as official signatories for financial accounts
- An annual actuarial analysis is performed on all Metro-administered pension plans. Based on the results of such analysis, Metro makes contributions as required in agreement with the terms of each plan
- Appropriate insurance coverage is maintained to mitigate the risk of material loss. For self-insured retentions, Metro records the liabilities, including losses incurred but not reported, at 100 percent of the net present value
- The budget includes the operating and capital resources necessary to implement the policy directions set by the Board. The budget is prepared in a fashion to clearly describe the projects and programs for the period
- WMATA engages in regional long-range transportation planning for the Washington

metropolitan area in conjunction with the National Capital Region Transportation Planning Board (TPB) and other jurisdictional partners

- Staff provide transit system inputs to TPB for the Constrained Long-Range Plan (CLRP) and identify changes affecting the major financial assumptions of the plan and progress toward the implementation of new projects and programs
- WMATA also engages in short-range transit planning for the Washington metropolitan area. Staff provide inputs to the region's six-year Transportation Improvement Program (TIP) and identify the capital investment needs to support the existing regional transit system and regional service expansion
- The Office of Inspector General develops an annual work plan each year. The Board's Executive Committee provides input on the work plan, which covers audits, evaluations and investigations. Furthermore, finalized complete audit and evaluation reports are submitted to the Board via the Executive Committee
- Recommendations for improvements are based on audits and evaluations performed by the Inspector General's office. Audits are performed in accordance with Government Auditing Standards, while evaluations are performed in accordance with the Council of the Inspectors General on Integrity and Efficiency's Quality Standards for Inspection and Evaluation. These recommendations, management action plans, and progress toward implementation are periodically reported directly to the Board. Semi- annual reports to the Board and significant stakeholders provide an overview of work performed by the Office of the Inspector General as related to the annual work plan

Financial Standards – Business Planning

- Passenger revenue forecasts are derived from historical ridership and revenue trends as well as forecasts of regional growth in population and employment. Since ridership may be affected by future fare policy changes, the impacts on ridership and average fare forecasts are based on conservative estimates
- The Board has adopted fare policy principals and reviews and updates the fares on a regular cycle. Management may propose fare modifications to achieve transit ridership improvements, maintain financial sustainability and support the other goals defined in Metro's fare policy principles.
- Service plan assumptions are based on demonstrated needs as defined through short-range planning
- Capital programs are funded according to the terms of the laws, regulations and discretionary procedures approved by the Board. The capital program covers Metro's assets, including major transportation projects, and is included in each annual budget
- From time to time, Metro applies for and receives discretionary federal and state funding. Discretionary funding is requested for major system expansion projects or extraordinary transit capital and operating needs. Discretionary funding levels are estimated by project, based on federal and state criteria, and the likelihood of obtaining approvals

Financial Standards – Debt Policy

- Metro may not enter into a debt or financing arrangement unless the transaction is in compliance with all applicable provisions of WMATA's Compact
- Pursuant to WMATA's Compact (Article IX paragraph 27), Metro may borrow money in pursuit of its mission. All such bonds and evidences of indebtedness are authorized by resolution of the Board and are payable solely out of the revenues of Metro. The bonds and other debt obligations of Metro, except as may be otherwise provided in the indenture under which they are issued, are direct and general obligations of Metro and the full faith and credit of Metro are pledged for the prompt payment of the debt service
- There is no dollar borrowing limit set in WMATA's Compact
- Long-term debt may be included in the budget or long-range plans; however, no such debt can be incurred without the specific approval of the Board
- The average life of debt instruments is matched to the average economic lives of the assets financed
- Reserve funds that may be required by the financial markets for each debt issuance are maintained. Cash and securities, insurance or surety bonds may fund these reserves. For financial planning purposes, reserve requirements are included in the face value of debt issued

- Further guidelines beyond the Compact are included in the Board adopted Debt Management Policy that provides additional guidance for the use of debt for financing the Authority's infrastructure and capital projects (Resolution No. 2020-04). The Debt Management Policy is reviewed and approved by the Board annually. The principles outlined in the policy are to (a) identify transactions that utilize debt in the most efficient manner, (b) make timely debt service payments, and (c) achieve the lowest possible cost of capital and maintain high credit ratings and access to the capital markets

Allocation of State and Local Support

State and local funds to support Metro's annual operating and capital budgets are based on Board-approved subsidy calculations described below.

The operating budget subsidy is allocated to the jurisdictional funding partners using six subsidy allocation formulas:

1. Regional bus subsidy allocation
2. Non-regional bus subsidy allocation
3. Rail maximum fare subsidy allocation
4. Rail base subsidy allocation
5. Paratransit subsidy allocation
6. Debt service allocation

Formulas 1 and 2: Regional and Non-Regional Bus Subsidy Allocations

The Metrobus subsidy is allocated using two distribution formulas. All bus routes are classified as being either regional or non-regional, based on route characteristics.

Regional bus routes generally provide transportation between jurisdictions. A route may also be classified as regional if it serves major activity centers that operate on major arterial streets and carry high volumes of riders in one or multiple jurisdictions. The following criteria, based on Board approved resolutions, are used in the classification of bus routes:

- Inter-jurisdictional routes are defined as regional. Defining characteristics of inter-jurisdictional routes:
  - Cross a jurisdictional (independent city, county, state) boundary
  - Penetrate at least two jurisdictions by more than one-half mile in each, and
  - Operate "open door" (allows boarding and alighting) over at least a portion of the line in two or more jurisdictions
- If a route does not qualify as regional under the inter-jurisdictional definition, then it must meet at least two of the following three criteria to be regional:
  - Arterial Streets: Operates for a considerable distance on an arterial street and a substantial portion (usually a majority) of riders use stops on the arterial street. Routes that operate for a short distance on an arterial incidental to their service area are not included
  - Regional Activity Center: Serves one or more regional activity centers. A conservative definition of regional activity centers is used, including only those where there is virtually universal agreement as to their regional character. Routes connecting to Metrorail stations, but that do not directly serve any regional activity center, are not considered to be regional
  - Cost Effectiveness: 30 or more boarding's per platform hour

Routes not meeting the criteria described above are classified as non-regional. Regional and non-regional bus subsidies are allocated to the jurisdictions using the following formulas.

- Regional Bus Subsidy Allocation: The distribution of regional bus subsidy to the jurisdictions is based on a weighted, four-factor formula in the following proportions:

  1. Density weighted population 25%
  2. Revenue hours 25%
  3. Revenue miles 35%
  4. Average weekday ridership 15%

  Density weighted population for each jurisdiction is determined by taking the average of:
  - the jurisdiction's share of the urbanized population in the compact area
  - the jurisdiction's share of "density weighted" population (i.e. population times density)

  The revenue hours factor is determined by taking the annual regional revenue hours assigned to each jurisdiction divided by the total regional revenue hours. The revenue miles factor is determined by dividing total annual regional revenue miles assigned to each jurisdiction by the total regional revenue miles. Ridership used is the average

weekday ridership on regional buses by residents of each jurisdiction based on the Metrobus Passenger Survey.

- Non-Regional Bus Subsidy Allocation: The distribution of non-regional bus subsidy to the jurisdictions is computed as follows:

    1. Identify the cost of all Metrobus service, regional and non-regional
    2. Identify the costs which would accrue for regional Metrobus service if no non-regional bus service were provided
    3. Determine the costs of non-regional service by subtracting the regional Metrobus costs, as calculated in step two, from the costs of all Metrobus service
    4. Divide the costs of non-regional service as computed in step three by total platform hours for non-regional service
    5. Identify the non-regional platform hours for each jurisdiction
    6. Multiply the platform hours for each jurisdiction by the hourly rate
    7. Determine the revenue of the non-regional service for each jurisdiction
    8. Subtract the revenue as determined in step seven from the costs of step six

Formulas 3 and 4: Rail Maximum Fare and Base Subsidy Allocations

The rail subsidy consists of two components: the maximum fare component and the base rail component. The total maximum fare subsidy is deducted from the total rail subsidy, and the result is allocated using the base subsidy formula.

- Maximum Fare Subsidy Allocation: The maximum fare portion of the rail subsidy is designed to recognize the "taper" and "cap" features of the Metrorail fare structure. The taper feature is reflected in the diminishing cost per mile for trips greater than six miles, and the cap is reflected in the maximum fare on rail. The subsidy for the maximum fare is calculated as the difference between the regular fare that would have been paid if the taper and cap features were not available, and the actual fare paid with the taper and cap
- Once the maximum fare subsidy is calculated, the benefiting jurisdictions are allocated one-half the calculated amount, based on the percent of riders from the individual jurisdiction who benefit from the taper and cap. These percentages are calculated from the data taken from the Metrorail Passenger Survey. The remaining half of the maximum fare subsidy is incorporated into the rail base subsidy
- Rail Base Subsidy Allocation. The base subsidy allocation for Metrorail service is based on three elements in equal proportions:

    1. Density weighted population 33.3%
    2. Number of rail stations 33.3%
    3. Average weekly ridership 33.3%

    Density weighted population is the same for the regional bus subsidy allocation as it is for the rail base subsidy allocation. The rail stations factor is calculated by taking the number of stations, or portions of stations, assigned to each jurisdiction, divided by the total number of stations in the system. Ridership is calculated by taking the average weekday ridership in each jurisdiction as determined by the rail passenger survey. Only persons who reside in the compact area are included in the distribution.

Formula 5: Paratransit Subsidy Allocation

The paratransit subsidy is allocated to the jurisdictions using a two-factor formula with sub-allocations used for the Virginia jurisdictions.

1. Direct Costs - The contract carriers' actual per trip, reservation and eligibility charges will be allocated directly to the jurisdictions
2. Overhead Costs - All other (non-direct) costs of the paratransit program will be allocated in proportion to the direct costs

Virginia sub-allocations of direct costs require that per trip charges be adjusted to reflect the average time of trips provided for each jurisdiction. Overhead costs assigned to Virginia jurisdictions will be sub-allocated based on the direct cost allocation as calculated above.

Formula 6: Debt Service Allocation

Planned Gross Revenue Transit Bond debt service charges are allocated to the jurisdictions based on the long-term debt strategy plan and in the same proportion as each jurisdiction's share of local match and system performance funding in the capital budget. The allocation of local match and system performance funding is determined in accordance with the Capital Funding Agreement (CFA). For new Gross Revenue Transit Bond

debt issuance shown in the CIP, allocated debt service is shown for all jurisdictions; however, jurisdictions are given the opportunity to "opt out" of new debt by providing their total principal contribution upfront rather than participate in the new debt issuance. Gross Revenue Transit Bond debt service for a given debt issue is not allocated to a jurisdiction that has opted out of the given debt issue.

Dedicated Revenue Bonds debt service is paid by WMATA from available, non-restricted dedicated revenue proceeds.

FY2024 Operating Subsidy

An alternate formula was approved by the Board of Directors in FY2020 to comply with Dedicated Funding legislation reflecting a base subsidy component and a legislatively excluded subsidy component. This alternate formula will continue to be applied going forward.

A mandated growth cap of three percent was applied to WMATA's base subsidy, as well as to total individual contributions from the District of Columbia, the State of Maryland and the Commonwealth of Virginia. For the State of Maryland and the Commonwealth of Virginia, the intrastate subsidy allocations are based on a jurisdiction's percentage share of the applicable Signatory's amount using the Board approved subsidy formula.

The Legislatively Excluded Subsidy contains additional costs for any service, equipment, or facility required by state or federal law such as paratransit cost increases, occupational safety and health cost increases, approved capital projects, legal disputes (including litigation) and service increases approved by the WMATA Board. The legislatively excluded subsidy was allocated to all jurisdictions, per the applicable formula.

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Appendix G – Debt Service

Debt Policy/Borrowing Powers

WMATA's Compact allows the Authority to borrow money in pursuit of its mission. All such bonds and evidences of indebtedness are payable solely out of Metro's properties and revenues. The bonds and other obligations, except as may be otherwise provided in the indentures under which they were issued, are direct and general obligations of the Authority. The full faith and credit of Metro are pledged for the prompt payment of the debt service.

Metro is required to make semi-annual payments of principal and interest on each series of bonds. There are certain covenants associated with these outstanding bonds with which the Authority must comply. The most significant are:

- Metro is to punctually pay principal and interest according to provisions in the bond document
- Metro will use its best efforts to operate the transit system properly and in a sound and economical manner and to maintain, preserve, and keep in good repair, working order and condition
- Metro must maintain insurance or self-insurance coverage for assets and operations of the transit system at all times

Gross Revenue Transit Bonds

2017A Bonds

In July 2017 WMATA issued bonds (2017A-1) as an advance refunding of the series 2009A bonds, and advance crossover refunding bonds (2017A-2) for the 2009B series bonds. The 2009A and the 2009B series bonds were refunded and retired on July 1, 2019.

2017B Bonds

On August 17, 2017 Metro issued new money Gross Revenue Transit Bonds, series 2017-B bonds in the principal amount of $496.5 million. Net bond proceeds with premiums totaled $588.9 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2042. $21.7 million was placed in a capitalized interest fund to service interest on the debt through July 2018. The annual jurisdictional debt service payment on the bonds is $35.8 million. One jurisdiction fully opted out of the bond issuance and two jurisdictions partially opted out of the bond issuance. In all, the three jurisdictions provided $78.7 million in funding to bring the total capital project fund related to the bond issuance to $575.2 million.

2018 Bonds

On December 18, 2018 Metro issued new money Gross Revenue Transit Bonds, series 2018 bonds in the principal amount of $239.9 million. Net bond proceeds with premiums totaled $269.1 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2043. $6.4 million was placed in a capitalized interest fund to service interest on the debt through July 2019. The annual jurisdictional debt service payment on the bonds is approximately $17.3 million. Five jurisdictions fully opted out of the bond issuance.

Dedicated Revenue Bonds

2020A Bonds

On June 11, 2020 Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of $545.0 million, was the inaugural issue under the dedicated revenue credit. Net bond proceeds with premium totaled $690.7 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2045. $55.4 million was placed in a capitalized interest fund to service interest on the debt through July 2022. Principal payments are deferred until July 2023. The annual debt service payment on the bonds is $39.1 million. Debt service is paid from unrestricted dedicated capital revenue proceeds.

2021A Bonds

On May 25, 2021 Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of $784.4 million, was issued under the dedicated revenue credit. Net bond proceeds with premium totaled $970.0 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2046. Principal payments are deferred until July 2023, at which time the level annual debt service payment on the bonds is $52.0 million. Debt service is paid from unrestricted dedicated capital revenue proceeds.

Lines of Credit

Metro has access to $350 million in short-term lines of credit. The lines of credit support Metro's capital program and are available to manage cash flow needs. The lines of credit renewed in May 2022 and have a 364-day maturity. Metro intends to renew the lines of credit under similar limits and terms in May 2023.

GROSS REVENUE TRANSIT BONDS — FY2024 JURISDICTION FUNDING

		Principal	Interest	Total Due
Debt Service Payments Funded by FY2024 Jurisdictional Contributions				
Series 2017A-1	- Due Bondholders 1/1/24	-	$ 2,726,250	$ 2,726,250
Series 2017A-1	- Due Bondholders 7/1/24	$ 11,120,000	2,726,250	13,846,250
Series 2017A-2	- Due Bondholders 1/1/24	-	1,221,375	1,221,375
Series 2017A-2	- Due Bondholders 7/1/24	-	1,221,375	1,221,375
Series 2017B	- Due Bondholders 1/1/24	-	10,893,125	10,893,125
Series 2017B	- Due Bondholders 7/1/24	14,085,000	10,893,125	24,978,125
Series 2018	- Due Bondholders 1/1/24	-	5,425,625	5,425,625
Series 2018	- Due Bondholders 7/1/24	6,475,000	5,425,625	11,900,625
Grand Total		**$ 31,680,000**	**$ 40,532,750**	**$ 72,212,750**

GROSS REVENUE BONDS - DEBT SERVICE PAYMENT AND FUNDING DETAIL

Date	Interest	Principal	Total Funding Required	Total Fiscal Year Funding Required	Funding Fiscal Year [1]
1/1/2024	20,266,375	-	20,266,375		FY24
7/1/2024	20,266,375	31,680,000	51,946,375	72,212,750	
1/1/2025	19,474,375	-	19,474,375		FY25
7/1/2025	19,474,375	33,290,000	52,764,375	72,238,750	
1/1/2026	18,642,125	-	18,642,125		FY26
7/1/2026	18,642,125	34,980,000	53,622,125	72,264,250	
1/1/2027	17,767,625	-	17,767,625		FY27
7/1/2027	17,767,625	36,760,000	54,527,625	72,295,250	
1/1/2028	16,848,625	-	16,848,625		FY28
7/1/2028	16,848,625	38,620,000	55,468,625	72,317,250	
1/1/2029	15,883,125	-	15,883,125		FY29
7/1/2029	15,883,125	40,585,000	56,468,125	72,351,250	
1/1/2030	14,868,500	-	14,868,500		FY30
7/1/2030	14,868,500	42,650,000	57,518,500	72,387,000	
1/1/2031	13,802,250	-	13,802,250		FY31
7/1/2031	13,802,250	44,820,000	58,622,250	72,424,500	
1/1/2032	12,681,750	-	12,681,750		FY32
7/1/2032	12,681,750	47,120,000	59,801,750	72,483,500	
1/1/2033	11,503,750	-	11,503,750		FY33
7/1/2033	11,503,750	49,500,000	61,003,750	72,507,500	
1/1/2034	10,266,250	-	10,266,250		FY34
7/1/2034	10,266,250	51,980,000	62,246,250	72,512,500	
1/1/2035	8,966,750	-	8,966,750		FY35
7/1/2035	8,966,750	35,645,000	44,611,750	53,578,500	
1/1/2036	8,075,625	-	8,075,625		FY36
7/1/2036	8,075,625	37,470,000	45,545,625	53,621,250	
1/1/2037	7,138,875	-	7,138,875		FY37
7/1/2037	7,138,875	39,395,000	46,533,875	53,672,750	
1/1/2038	6,154,000	-	6,154,000		FY38
7/1/2038	6,154,000	41,410,000	47,564,000	53,718,000	
1/1/2039	5,118,750	-	5,118,750		FY39
7/1/2039	5,118,750	43,535,000	48,653,750	53,772,500	
1/1/2040	4,030,375	-	4,030,375		FY40
7/1/2040	4,030,375	45,770,000	49,800,375	53,830,750	
1/1/2041	2,886,125	-	2,886,125		FY41
7/1/2041	2,886,125	48,115,000	51,001,125	53,887,250	
1/1/2042	1,683,250	-	1,683,250		FY42
7/1/2042	1,683,250	50,585,000	52,268,250	53,951,500	
1/1/2043	418,625	-	418,625		FY43
7/1/2043	418,625	16,745,000	17,163,625	17,582,250	
Total	**$ 432,954,250**	**$ 810,655,000**	**$ 1,243,609,250**	**$ 1,243,609,250**	

1. The jurisdiction funding dates for WMATA debt service are April 1 and October 1 of each year

DEDICATED REVENUE BONDS - DEBT SERVICE PAYMENT DETAIL

Date	Principal	Interest	Total Principal & Interest	Total Fiscal Year Principal & Interest	Less Capitalized Interest	Net Debt Service
7/15/2023	31,240,000	30,354,600	61,594,600	-		61,594,600
1/15/2024	-	29,573,600	29,573,600	91,168,200		29,573,600
7/15/2024	32,840,000	29,573,600	62,413,600	-		62,413,600
1/15/2025	-	28,752,600	28,752,600	91,166,200		28,752,600
7/15/2025	34,520,000	28,752,600	63,272,600	-		63,272,600
1/15/2026	-	27,889,600	27,889,600	91,162,200		27,889,600
7/15/2026	36,290,000	27,889,600	64,179,600	-		64,179,600
1/15/2027	-	26,982,350	26,982,350	91,161,950		26,982,350
7/15/2027	38,155,000	26,982,350	65,137,350	-		65,137,350
1/15/2028	-	26,028,475	26,028,475	91,165,825		26,028,475
7/15/2028	40,110,000	26,028,475	66,138,475	-		66,138,475
1/15/2029	-	25,025,725	25,025,725	91,164,200		25,025,725
7/15/2029	42,170,000	25,025,725	67,195,725	-		67,195,725
1/15/2030	-	23,971,475	23,971,475	91,167,200		23,971,475
7/15/2030	44,330,000	23,971,475	68,301,475	-		68,301,475
1/15/2031	-	22,863,225	22,863,225	91,164,700		22,863,225
7/15/2031	46,605,000	22,863,225	69,468,225	-		69,468,225
1/15/2032	-	21,698,100	21,698,100	91,166,325		21,698,100
7/15/2032	48,995,000	21,698,100	70,693,100	-		70,693,100
1/15/2033	-	20,473,225	20,473,225	91,166,325		20,473,225
7/15/2033	51,505,000	20,473,225	71,978,225	-		71,978,225
1/15/2034	-	19,185,600	19,185,600	91,163,825		19,185,600
7/15/2034	53,985,000	19,185,600	73,170,600	-		73,170,600
1/15/2035	-	17,993,025	17,993,025	91,163,625		17,993,025
7/15/2035	56,425,000	17,993,025	74,418,025	-		74,418,025
1/15/2036	-	16,745,875	16,745,875	91,163,900		16,745,875
7/15/2036	58,805,000	16,745,875	75,550,875	-		75,550,875
1/15/2037	-	15,614,300	15,614,300	91,165,175		15,614,300
7/15/2037	61,475,000	15,614,300	77,089,300	-		77,089,300
1/15/2038	-	14,077,425	14,077,425	91,166,725		14,077,425
7/15/2038	64,440,000	14,077,425	78,517,425			78,517,425
1/15/2039	-	12,650,750	12,650,750	91,168,175		12,650,750
7/15/2039	67,355,000	12,650,750	80,005,750	-		80,005,750
1/15/2040	-	11,158,725	11,158,725	91,164,475		11,158,725
7/15/2040	70,045,000	11,158,725	81,203,725	-		81,203,725
1/15/2041	-	9,956,450	9,956,450	91,160,175		9,956,450
7/15/2041	73,030,000	9,956,450	82,986,450	-		82,986,450
1/15/2042	-	8,176,100	8,176,100	91,162,550		8,176,100
7/15/2042	76,395,000	8,176,100	84,571,100	-		84,571,100
1/15/2043	-	6,592,300	6,592,300	91,163,400		6,592,300
7/15/2043	79,635,000	6,592,300	86,227,300	-		86,227,300
1/15/2044	-	4,937,975	4,937,975	91,165,275		4,937,975
7/15/2044	83,160,000	4,937,975	88,097,975	-		88,097,975
1/15/2045	-	3,064,675	3,064,675	91,162,650		3,064,675
7/15/2045	86,995,000	3,064,675	90,059,675	-		90,059,675
1/15/2046	-	1,103,400	1,103,400	91,163,075		1,103,400
7/15/2046	50,920,000	1,103,400	52,023,400			52,023,400
1/15/2047				52,023,400		
Total	**$ 1,329,425,000**	**$ 819,384,550**	**$ 2,148,809,550**	**$ 2,148,809,550**	**$ -**	**$ 2,148,809,550**

DEBT SERVICE FUNDING BY JURISDICTION BY FISCAL YEAR

Date	District of Columbia	Montgomery County	Prince George's County	City of Alexandria	Arlington County	City of Fairfax	Fairfax County	City of Falls Church	Total Jurisdictional Debt Service
FY2024	33,291,548	15,418,272	15,817,542	1,777,133	—	111,595	5,620,343	176,316	72,212,750
FY2025	33,302,581	15,423,569	15,822,797	1,778,161	—	111,660	5,623,594	176,387	72,238,750
FY2026	33,313,773	15,428,725	15,827,808	1,779,128	—	111,721	5,626,650	176,446	72,264,250
FY2027	33,327,676	15,435,058	15,834,002	1,780,193	—	111,788	5,630,018	176,515	72,295,250
FY2028	33,337,396	15,439,511	15,838,326	1,781,010	—	111,839	5,632,604	176,565	72,317,250
FY2029	33,352,212	15,446,491	15,845,262	1,782,236	—	111,916	5,636,481	176,652	72,351,250
FY2030	33,368,409	15,454,022	15,852,903	1,783,252	—	111,980	5,639,693	176,740	72,387,000
FY2031	33,385,308	15,461,774	15,860,591	1,784,453	—	112,055	5,643,493	176,827	72,424,500
FY2032	33,412,702	15,474,561	15,873,921	1,785,717	—	112,134	5,647,488	176,976	72,483,500
FY2033	33,422,117	15,479,009	15,877,877	1,787,166	—	112,225	5,652,071	177,035	72,507,500
FY2034	33,421,855	15,478,973	15,876,833	1,788,664	—	112,320	5,656,811	177,045	72,512,500
FY2035	23,880,065	11,046,816	10,960,058	1,790,076	—	112,408	5,661,276	127,801	53,578,500
FY2036	23,899,085	11,055,628	10,968,802	1,791,513	—	112,498	5,665,820	127,903	53,621,250
FY2037	23,921,693	11,066,221	10,979,331	1,793,321	—	112,612	5,671,539	128,032	53,672,750
FY2038	23,941,864	11,075,551	10,988,588	1,794,832	—	112,707	5,676,318	128,140	53,718,000
FY2039	23,966,205	11,086,791	10,999,737	1,796,641	—	112,820	5,682,036	128,269	53,772,500
FY2040	23,992,271	11,098,809	11,011,655	1,798,560	—	112,941	5,688,108	128,406	53,830,750
FY2041	24,016,643	11,110,399	11,023,199	1,800,654	—	113,072	5,694,728	128,556	53,887,250
FY2042	24,045,588	11,123,668	11,036,347	1,802,722	—	113,202	5,701,269	128,703	53,951,500
FY2043	10,153,130	3,794,875	3,634,245	—	—	—	—	—	17,582,250
Total	**$568,752,121**	**$262,398,723**	**$265,929,824**	**$33,975,432**	**-**	**$2,133,493**	**$107,450,340**	**$2,969,314**	**$1,243,609,250**

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Appendix H – Operating Statistics

Metrobus Revenue Vehicle Fleet Management Plan

The Metrobus Revenue Vehicle Fleet Management Plan is a statement of the processes and practices by which Metro establishes its current and projected Metrobus revenue vehicle fleet and facilities requirements. It includes a description of revenue service planned to accommodate Metrobus ridership demand, service adjustments, as well as an assessment and projection of needs for Metrobus maintenance programs and facilities.

METROBUS STATISTICS

		FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
STATISTICS	Bus Miles (000s)[1]	37,920	48,274	49,843	49,516
	Revenue Bus Miles (000s)[1]	29,068	37,795	38,220	38,434
	Passengers (000s)	52,097	80,790	79,269	105,520
	Total Active Fleet	1,583	1,050	1,588	1,571
	Passenger Revenue ($000s)	$20,367	$47,555	$59,103	$67,700
	Operating Revenue ($000s)	$34,581	$49,956	$64,846	$80,727
	Operating Expenses ($000s)	$633,622	$674,429	$743,895	$742,861
	Net Subsidy ($000s)[2]	$351,184	$334,591	$563,796	$566,029
RATIOS	Cost Per Bus Mile	$16.71	$13.97	$14.92	$15.00
	Passengers Per Bus (000s)	32.91	76.94	49.92	67.17
	Passengers Per Revenue Bus Mile	1.79	2.14	2.07	2.75
	Cost Per Passenger	$12.16	$8.35	$9.38	$7.04
	Subsidy Per Passenger	$6.74	$4.14	$7.11	$5.36
	Average Passenger Fare[3]	$0.39	$0.59	$0.75	$0.64
	Percentage of Cost Recovered from Passenger Revenues[4]	3.2%	7.1%	7.9%	9.1%
	Percentage of Cost Recovered from Operating Revenues[5]	5.5%	7.4%	8.7%	10.9%

1. Bus miles and revenue bus miles are scheduled and not actual; FY2021 bus miles reflects service plans through the June 2021 pick; FY2022 bus and revenue miles are preliminary as of June 2021

2. Net Subsidy includes Covid-related federal relief funds in FY2021 - FY2024

3. Average fare is lower than base fare due to the impact of the transfer discount, senior and student discounts, passes, and the temporary suspension of fare collection between March 2020 and January 2021

4. Farebox Recovery ratio

5. Cost Recovery ratio

ACTIVE FLEET

Manufactured (End of Year)	Maximum Scheduled Fleet	Total Active Fleet
Fiscal 2017	1,281	1,583
Fiscal 2018	1,284	1,583
Fiscal 2019	1,289	1,583
Fiscal 2020	1,278	1,583
Fiscal 2021	1,278	1,583
Fiscal 2022	1,006	1,572
Fiscal 2023	1,095	1,588
Fiscal 2024	1,095	1,571

AGE OF TOTAL FLEET[1]

Manufacturer	Fiscal Year Entered Service	Number of Buses	Average Age
Orion VII - CNG	2005	4	19
New Flyer Clean Diesel	2006	78	18
New Flyer - Compressed Natural Gas (CNG)	2007	14	17
New Flyer - Hybrid	2008	31	16
New Flyer - Hybrid	2009	50	15
New Flyer - Hybrid	2010	140	14
New Flyer - Xcelsior	2011	99	13
New Flyer - Xcelsior	2012	67	12
Orion VII - Clean Diesel	2012	27	12
Orion VII - Hybrid	2012	19	12
New Flyer - Xcelsior	2013	105	11
NAIB - Bus Rapid Transit (BRT)	2014	104	10
New Flyer Xcelsior CNG	2015	30	9
New Flyer Xcelsior Hybrid	2015	50	9
New Flyer Xcelsior CNG	2016	134	8
New Flyer Xcelsior Electric	2016	1	8
New Flyer Xcelsior Hybrid	2016	81	8
New Flyer Xcelsior CNG	2018	100	6
New Flyer Xcelsior Hybrid	2018	12	6
New Flyer Xcelsior CNG	2019	75	5
New Flyer Xcelsior Diesel	2019	25	5
New Flyer Xcelsior CNG	2020	75	4
New Flyer Xcelsior Diesel	2020	35	4
New Flyer Xcelsior Diesel	2021	131	3
New Flyer Xcelsior Diesel	2022	101	2
New Flyer Xcelsior Diesel	2023	95	1
Total		**1,683**	**8.6**

1. Reflects status of the fleet as of June 1, 2022 and includes revenue service, training, inactive, and ready reserve buses

TOTAL ACTIVE BUS FLEET SIZE BY GARAGE

Garage	FY2024 Maximum Scheduled Fleet	Total Active Fleet[1]	Spare Ratio
Bladensburg	183	267	45.9%
Shepherd Parkway	138	185	34.1%
Western	100	138	38.0%
Southern Avenue	61	91	49.2%
Four Mile Run	158	219	38.6%
Landover	158	191	20.9%
Montgomery	161	231	43.5%
Cinder Bed	60	87	45.0%
Andrews Federal Center	76	162	113.2%
Total	**1,095**	**1,571**	**43.5%**

1. Excludes 17 training buses

COMPARISON OF BUS MILES[1]

	FY2021 Budget	FY2022 Budget	FY2023 Budget	FY2024 Budget
Total Scheduled	**36,928,561**	**47,027,103**	**48,555,620**	**48,228,139**
Bus Bridges	454,417	599,584	619,073	619,073
Special Service	75,736	91,326	94,294	94,294
Change-Offs	203,602	245,511	253,491	253,491
Yard Work	337,065	406,447	419,658	419,658
Missed Trips	(79,272)	(95,589)	(98,696)	(98,696)
Total Unscheduled	**991,548**	**1,247,279**	**1,287,819**	**1,287,820**
Total	**37,920,109**	**48,274,382**	**49,843,439**	**49,515,959**

1. Bus miles are Scheduled and not Actual; FY2021 bus miles reflect service plans through the June 2021 pick; FY2022 bus miles are preliminary as of June 2021; FY2023 reflects May 2022 schedule

BUS OPERATOR PAYHOURS

FY2024 Bus Operator Wages

Category	Payhours	Average Hourly Rate	Budget ($000s)
Scheduled[1]	**5,381,425**	**$37.47**	**$201,642**
Non-Scheduled[2] OT/Special Event	521,664	56.20	29,320
Standing Extra	31,209	37.47	1,169
Utility	12,572	37.47	471
Training	63,515	37.47	2,380
Miscellaneous	86,345	37.47	3,235
Guarantees	440	37.47	16
Funeral Leave	7,752	37.47	290
Jury Duty	1,411	37.47	53
Vacation	354,133	37.47	13,269
Sick	204,368	37.47	7,658
Holiday	220,799	37.47	8,273
Subtotal, Non-Scheduled	**1,504,209**		**$66,136**
Total	**6,885,634**		**$267,778**

1. Scheduled includes straight time plus overtime

2. Non-Scheduled includes overtime and special events

Regional and Non-Regional Metrobus Routes

Metrobus routes are designated as either regional or non-regional. The cost of providing Metrobus service on regional routes is allocated between all of Metro's jurisdictions. Direct costs associated with non-regional routes are allocated to the jurisdiction receiving the benefit of the non-regional route.

The Metro Board of Directors approves the designation of regional or non-regional Metrobus routes. The factors used in making the determination of regional and non-regional routes are:

- Alignment of inter-jurisdictional routes
- Routes operating on arterial streets
- Routes that serve specific regional activity centers and
- Route cost effectiveness

Metrobus operating costs can be expressed in terms of cost per platform hour. Platform hours include both revenue and non-revenue (sometimes called "deadhead") service, which measures the total time between a bus leaving its storage and maintenance facility and its return at the end of the day. For the FY2024 budget, the average cost per platform hour for all routes is $173.74. For the allocation of the FY2024 operating subsidy, the budgeted cost per platform hour for non-regional routes (which has certain overhead and administrative expenses removed) is $129.56.

REGIONAL AND NON-REGIONAL BUS ROUTE SUMMARY - PLANNED PLATFORM HOURS

	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service	FY2023 Total Service[1]	FY2024 Total Service
Regional Routes	**3,508,906**	**3,474,302**	**3,540,259**	**3,456,647**	**2,936,900**	**3,543,562**	**3,589,419**
District of Columbia	1,768,469	1,759,288	1,810,279	1,797,960	1,529,408	1,712,979	1,731,195
Maryland	912,623	908,861	918,490	882,331	792,649	1,070,935	1,089,011
Virginia	827,814	806,153	811,490	776,356	614,844	759,648	769,213
Non-Regional Routes	**869,589**	**858,719**	**882,347**	**873,995**	**683,783**	**758,901**	**748,946**
District of Columbia	346,502	381,414	409,953	407,331	336,336	388,841	382,626
Maryland	388,031	357,137	356,771	346,592	286,176	287,381	283,398
Virginia	135,056	120,168	115,623	120,072	61,271	82,679	82,922
Total	**4,378,495**	**4,333,021**	**4,422,606**	**4,330,642**	**3,620,683**	**4,302,463**	**4,338,366**

1. Reflects May 2022 schedule

DISTRICT OF COLUMBIA – REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
11	BENNING RD-H ST LTD	X9	146,740	17,795	157,638	18,817
14	BENNING RD-H ST	X2	398,342	60,102	490,757	67,781
18	EAST CAP-CARDOZO	96,97	432,795	46,273	758,688	60,877
32	CONNECTICUT AVE	L1,2	268,819	35,743	291,582	37,830
35	CROSSTOWN	H2,3,4	462,208	55,840	520,045	60,334
43	FT TOTT-FEDERALTRIANGLE	64	219,988	30,852	265,209	34,479
52	14TH STREET	52,54	661,318	92,496	794,037	103,968
55	SIBLEY-STAD ARM	39	394,678	46,986	499,234	56,808
59	TAKOMA-PETWORTH	62,63	170,334	22,452	230,210	27,064
75	MASS AVENUE	N2,4,6	281,788	33,557	321,875	37,157
77	MIL RD-CROSSTOWN	E4	253,183	30,171	266,761	31,358
79	IVY CITY- FORT TOTTEN	E2	112,270	13,566	121,994	14,284
81	MOUNT PLEASANT	42,43	267,183	46,775	331,691	52,322
86	NORTH CAPITOL ST	80	461,131	63,346	528,225	68,375
89	P ST-LEDROIT PARK	G2	107,578	17,938	136,797	20,321
93	PENNSYLVANIA AVE	32,34,36	783,475	94,807	1,033,546	106,782
95	DEANWOOD-ALAB AVE	W4	709,937	73,149	811,161	80,439
99	WISCONSIN AVE	80	591,942	78,009	659,296	84,999
101	RHODE ISLAND AVE	G8	320,145	39,983	386,295	45,190
107	GEORGIA AVE LIMITED	79	466,645	56,697	618,191	64,972
108	SIXTEENTH STREET	S2	570,145	64,820	788,054	78,236
112	16TH ST LIMITED	S9	506,038	51,947	691,357	62,208
118	GA AVE-7TH STREET	37	563,594	77,627	777,962	87,725
119	CONVENTION CTR - S W WATERFRONT	74	83,417	11,157	106,932	12,836
130	U ST-GARFIELD	79	736,664	108,423	924,922	122,564
133	CAPITOL HGHTS-MINN AVE	V2,4	531,842	66,103	604,023	71,523
134	DEANWOOD - MINNESOTA AVE	U7	153,245	18,022	171,967	19,552
150	BLAD RD-ANACOSTIA	B2	574,152	70,887	706,207	80,102
151	BENNING ROAD	X1,3	796	92	1,261	137
160	FT TOTTEN-PETWORTH	60	36,830	5,693	41,198	6,033
581	ANAC-LIVINGSTON	70	413,557	45,604	496,466	51,336
582	ANAC-FORT DRUM	74	284,754	27,057	295,181	28,061
586	ANACOSTIA-BLUE PLAINS	W5	28,428	2,670	28,463	2,680
592	ANACOSTIA-WASHINGTON HIGHLANDS	A2	257,318	30,511	297,000	34,047
Total District of Columbia Regional Routes			**12,251,279**	**1,537,146**	**15,154,223**	**1,731,195**

DC NON-REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
15	GARFELD-ANAC LOOP	W6,8	222,172	25,901	259,127	28,635
25	MARYLAND AVENUE	X8	62,048	8,097	72,262	8,895
34	BROOKLAND-FT LINCOLN	H6	162,425	18,929	175,645	20,093
44	BENNING HEIGHTS- ALABAMA AVE	V7,8	157,130	22,618	194,578	25,846
45	HOSPITAL CENTER	D8	248,858	35,040	291,258	38,425
46	FAIRFAX VILLAGE	M6	124,340	12,527	173,190	16,464
51	GLOV PK-DUP CIRC	D2	96,273	11,387	113,425	12,663
56	IVY CITY-FRANKLIN SQUARE	D4	162,374	16,878	179,888	17,872
78	SHER RD-RIV TERR	U4	109,065	10,377	129,699	12,645
82	SHIPLEY TERR - FT DRUM	W1	106,482	10,739	123,131	12,192
84	NEBRASKA AVENUE	M4	118,575	12,939	127,752	13,681
91	PARK RD-BROOKLAND	H8,9	222,081	30,301	248,120	32,379
135	MARSHALL HEIGHTS	U5,6	210,629	24,387	236,968	26,761
158	UNITED MED CTR-ANAC	W2,3	386,449	40,012	421,083	42,760
159	14TH STREET LIMITED	59	73,838	9,713	110,644	12,591
504	MINNESOTA AVE-ANACOSTIA	A31,32,33	1,881	335	5,583	659
517	16TH ST-TENLEYTOWN LINE	59	12,187	1,234	38,648	3,362
539	FT DUPONT SHUTTLE	S35	1,765	159	5,377	398
540	RI AVE-CARVER TERRACE	S41	1,401	159	2,821	320
544	ANAC-ECKINGTON	P6	322,652	44,938	426,284	50,810
549	CONG HTS - GEORGETOWN	D51	2,424	177	4,770	300
550	MT PLEASANT- TENLEYTOWN	W45,47	2,719	286	7,330	730
583	TAKOMA-FT TOTTEN	K2	28,048	3,503	36,753	4,145
Total District of Columbia Non-Regional Routes			**2,835,815**	**340,636**	**3,384,335**	**382,626**

MARYLAND REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
9	ANNAPOLIS ROAD	T18	584,409	51,425	628,737	54,646
13	GBLT-TWINBROOK	C2,4	1,033,881	91,588	1,259,254	103,567
16	BETHESDA-SIL SPR	J1,2	716,377	63,538	862,226	72,288
17	NAT HARBOR-ALEXANDRIA	NH2	212,412	12,939	268,129	15,630
28	CHILLUM ROAD	F1,2	211,146	18,169	279,195	20,863
29	CLINTON	C11,13	23,350	1,475	28,075	1,788
41	EASTOVER-ADDISON	P12	892,991	77,812	1,073,470	86,393
47	FORESTVILLE	K12	199,532	16,178	234,427	18,347
53	GEORGIA AVE-MD	Y2,7,8	756,702	66,523	977,183	76,256
63	HILLCREST HEIGHTS	C12,14	100,233	9,226	114,875	10,074
73	MAR HTS-TEMP HILL	H11,12,13	134,362	11,482	158,361	12,690
74	COLLEGE PARK	83,86	513,825	48,160	691,342	56,477
83	NEW HAMPSHRE AVE-MD LTD	K9	96,469	9,779	165,947	13,451
85	NEW HAMP AVE-MD	K6	599,206	56,924	759,700	64,664
88	OXON HILL-FT WASH	P18,19	178,992	11,786	223,781	14,282
90	M L KING HIGHWAY	A12	703,904	56,190	865,802	63,495
97	NEW CARR - SILVER SPRING	F4	746,938	73,085	847,134	78,361
98	NEW CARR - FORT TOTTEN	F6	204,251	16,114	237,366	19,060
103	COL PK-WHITE FLINT	C8	366,544	27,306	387,726	28,396
123	VEIRS MILL RD	Q1,2,4,5,6	679,411	60,268	795,766	66,842
147	FAIRLAND	Z6,8	715,560	54,353	883,060	61,996
542	RI AVE-NEW CARR	T14	187,336	15,686	210,749	17,422
574	SOUTHERN AVE-SUITLAND	D12	498,420	40,984	570,440	44,821
580	BOCK ROAD	W14	105,278	8,167	163,048	11,152
584	OXON HILL-SUITLAND	D14	395,773	27,982	432,471	30,176
790	DIST HTS-SUITLAND	V12	199,718	16,215	264,378	19,361
800	RIGGS ROAD	R1,2	280,757	22,825	353,065	26,514
Total Maryland Regional Routes			**11,337,778**	**966,180**	**13,735,705**	**1,089,011**

MARYLAND NON – REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
7	NAT HARBOR-SOUTHRN AVE	NH1	206,522	15,242	245,427	17,182
10	ARD IND PK SHUT	F12	85,616	6,261	98,569	6,949
19	BOWIE-BELAIR	B24	160,778	9,765	175,267	10,701
20	BOWIE STATE UNIV	B21,22	173,360	7,780	197,018	8,600
30	COLESVILLE - ASHTON	Z2	68,793	4,200	82,780	4,863
33	CONN AVE-MD	L8	187,076	14,880	211,940	16,497
36	KENILWORTH AVENUE	R12	196,505	14,869	254,196	17,367
38	DIS HTS-SEAT PLEA	V14	209,921	15,216	280,187	18,842
65	BOWIE-NEW CARROLL	B27	60,818	3,154	65,429	3,668
72	MARLBORO PIKE	J12	136,144	10,163	163,625	11,460
96	LANGLEY PARK - CHEVERLY	F8	188,736	15,107	255,435	17,984
102	RIVER ROAD	T2	208,088	13,692	219,297	14,506
104	LAUREL-OLD COL PIKE EXP	Z7	77,925	5,088	161,025	8,080
105	SHER RD-CAP HGTS	F14	243,647	18,331	264,228	19,341
149	CHEV-WASH BUS PK	F13	121,054	8,731	129,040	9,213
152	CENTRAL AVENUE	C21,22,26,29	560,130	32,736	692,506	38,872
525	LAUREL	89,89M	170,937	9,053	220,167	10,896
527	GREENBELT-NEW CARR	G12	205,300	16,063	229,794	17,562
528	GREENBELT RD- GOOD LUCK RD LINE	G14	232,073	16,852	253,859	18,248
802	QUEENS CHAPEL RD	R4	111,167	11,189	130,744	12,567
Total Maryland Non-Regional Routes			**3,604,587**	**248,371**	**4,330,533**	**283,398**

VIRGINIA REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
2	ALEXANDRIA-PENTAGON	10A,E	279,283	27,559	301,267	29,248
3	CARLIN SPRINGS RD	25B	175,462	19,840	222,072	22,527
4	ALEX-FAIRFAX	29K,N	576,966	45,048	831,912	54,445
5	LEESBURG PIKE	28A	1,165,811	103,932	1,340,288	116,894
8	ANNANDALE	29C,G	78,973	4,525	187,050	7,895
12	BALLSTON-FARR SQ	38B	268,702	34,726	326,063	38,095
54	MCLEAN-CRYS CITY	23A,B,T	561,987	50,779	684,882	55,786
70	LANDMARK-NORTH FAIRLINGTON	7A	493,743	42,741	554,668	45,564
94	PERSH DR-ARL BLVD	4A,B	148,720	17,350	175,091	19,182
106	FOXCHASE-SEM VALL	8S,W,Z	35,793	2,353	49,508	3,080
110	SKYLINE CITY	28F,G	18,928	1,825	23,168	2,055
126	WASHINGTON BLVD - DUNN LORING	2A	157,476	15,677	252,676	18,888
128	FAIR OAKS-JERMANTOWN RD	2B	181,334	14,812	327,015	19,769
129	DC-DULLES	5A	385,937	14,000	409,183	15,858
131	RICH HWY EXPRESS	REX	589,355	45,040	723,670	51,059
137	WILSON BLVD - VIENNA	1A,B	631,017	55,962	951,421	67,553
138	LANGSTON BLVD-MCPHERSON SQUARE	3F	42,723	3,213	67,935	4,375
139	FAIR OAKS-FAIRFAX BLVD	1C	228,755	18,950	385,167	24,509
142	COLUMBIA PIKE	16A,C,E	504,332	47,412	589,659	52,568
143	COLUMBIA PIKE-PENT CITY	16M,H	338,345	41,725	416,165	47,149
156	HUNT POINT-BALL	10B	295,630	30,709	322,814	32,588
161	MOUNT VERNON	11C	50,128	3,298	73,553	5,100
512	BARCROFT-S.FAIRLINGTON	22A,C,F	169,629	14,045	187,448	15,165
522	COL PK-FARR SQ	16Y	56,023	5,908	86,488	7,555
692	ANNANDALE - EAST FALLS CHURCH	26A	133,780	9,733	194,450	12,305
Total Virginia Regional Routes			**7,568,830**	**671,162**	**9,683,613**	**769,213**

VIRGINIA NON – REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
61	Kings Park Express	17G,H,K,L	186,805	8,520	344,849	14,295
66	Kings Park	17B,M	66,234	3,397	135,527	5,837
68	Landmark-Bren Mar Pk-Pentagon	21A,D	44,938	3,058	93,248	4,945
80	Mark Center-Pentagon	7M	182,285	11,495	199,675	12,805
87	Orange Hunt	18G,H,J	89,490	4,240	170,620	6,745
148	Metroway - Potomac Yard	MW1	235,524	27,044	248,685	28,104
541	Burke Centre	18P	127,148	5,729	258,134	10,192
Total Virginia Non-Regional Routes			**932,424**	**63,484**	**1,450,737**	**82,922**

Metrorail Revenue Vehicle Fleet Management Plan

The Metrorail Revenue Vehicle Fleet Management Plan is a statement of the processes and practices by which Metro establishes its current and projected Metrorail revenue vehicle fleet size requirements and operating spare ratio. It documents how service goals are applied to existing and forecast levels of ridership to establish fleet requirements for Metrorail service, as well as how these requirements are affected by vehicle maintenance needs, expansions of the Metrorail system, and other factors affecting the operation of the system. Additionally, it documents the key challenges Metro faces in meeting its service and maintenance goals.

METRORAIL OPERATING STATISTICS

		FY2021 Actual	FY2022 Actual	FY2023 Budget[1]	FY2024 Budget[2]
STATISTICS[3] (000s)	Railcar Miles	85,417	103,823	110,216	134,022
	Revenue Service Miles	83,817	102,223	108,502	132,308
	Passengers	28,157	60,120	85,875	116,009
	Passenger Revenue	$77,256	$161,576	$236,728	$332,884
	Operating Revenue	$126,010	$227,176	$312,437	$423,039
	Operating Expense	$1,102,998	$1,054,068	$1,305,158	$1,374,464
	Net Subsidy[4]	$525,934	$431,672	$435,584	$486,850
RATIOS	Passengers Per Revenue Service Mile	0.34	0.59	0.79	0.88
	Cost Per Total Railcar Mile	$12.91	$10.15	$11.84	$10.26
	Cost Per Passenger	$39.17	$17.53	$15.20	$11.85
	Subsidy Per Passenger	$18.68	$7.18	$5.07	$4.20
	Average Passenger Fare	$2.74	$2.69	$2.76	$2.87
	Percentage of Operating Cost Recovered from Passenger Revenues[5]	7.0%	15.3%	18.1%	24.2%
	Percentage of Operating Cost Recovered from all Operating Revenues[6]	11.4%	21.6%	23.9%	30.8%

1. FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities
2. FY2023 statistics include Silver Line Phase 2 revenue service
3. Railcar miles and revenue service miles are scheduled and not actual
4. Net Subsidy includes Covid-related federal relief funds in FY2021 - FY2024
5. Farebox Recovery ratio
6. Cost Recovery ratio

RAILCAR MILES

Metrorail Line	FY2021 Total Service	FY2022 Total Service	FY2023 Total Service	FY2024 Total Service
Red Line	23,642,201	29,691,604	29,691,604	34,951,597
Blue Line	11,185,734	14,998,386	14,998,386	16,924,256
Orange Line	12,170,902	14,022,687	14,022,687	18,301,115
Yellow Line	11,047,934	11,686,547	11,686,547	11,039,809
Green Line	10,541,792	13,431,525	13,431,525	23,734,025
Silver Line	12,532,074	15,696,603	21,975,245	24,661,191
Scheduled Revenue Service Miles	**81,120,637**	**99,527,353**	**105,805,994**	**129,611,993**
Capital One Arena	1,711,283	1,711,283	1,711,283	1,711,283
Gap Trains	450,000	450,000	450,000	450,000
National Baseball	534,600	534,600	534,600	534,600
Sub-Total Revenue Service Miles	**83,816,520**	**102,223,236**	**108,501,877**	**132,307,876**
Start-Up/Car Testing	200,000	200,000	214,000	214,000
Revenue Collection	700,000	700,000	750,000	750,000
Other	700,000	700,000	750,000	750,000
Total[1,2,3]	**85,416,520**	**103,823,236**	**110,215,877**	**134,021,876**

1. Revised Service Plan for FY2021 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - 11:00 p.m., Friday from 5.00 a.m. - 11:00 p.m.; Saturday from 7:00 a.m. - 11:00 p.m.; and Sunday from 8:00 a.m. - 11:00 p.m

2. Revised Service Plan for FY2022 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - midnight, Friday from 5.00 a.m. - 1:00 a.m.; Saturday from 7:00 a.m. - 1:00 a.m.; and Sunday from 7:00 a.m. - midnight

3. Service Plan for FY2023 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - midnight, Friday from 5.00 a.m. - 1:00 a.m.; Saturday from 7:00 a.m. - 1:00 a.m.; and Sunday from 7:00 a.m. - midnight. Mileage statistics includes Silver Line Phase 2 revenue service

PAY HOURS FOR RAIL OPERATORS[1]

Category	Payhours	Average Hourly	Budget
Scheduled Full Time	1,197,578	$41.36	$49,531,845
Car Testing / Start Up	0	$0.00	$0
Interlocking Pay Hours	88,252	$46.91	$4,139,907
Subtotal	1,285,831		$53,671,752
Non-Scheduled Overtime / Special Event	188,112	$62.50	$11,756,982
Standing Extra	6,367	$41.40	$263,604
Utility	80,761	$41.40	$3,343,489
Training / Retraining	47,930	$41.40	$1,984,290
Miscellaneous	13,404	$41.40	$554,943
Funeral / Other	2,191	$41.40	$90,708
Vacation	114,188	$41.40	$4,727,390
Sick	58,606	$41.40	$2,426,294
Holiday	59,833	$41.40	$2,477,099
Subtotal	**571,392**		**27,624,799**
Total	**1,857,223**		**$81,296,552**

1. FY2023 pay hours includes Silver Line Phase 2 revenue service

PAY HOURS FOR STATION MANAGERS[1]

	Payhours	Average Hourly Rate	Budget
Scheduled Full Time	1,082,620	$41.60	$45,039,412
Subtotal	**1,082,620**		**$45,039,412**
Non-Scheduled Overtime / Special Event	238,493	62.33	14,865,269
Standing Extra	3,935	41.56	163,518
Utility	2,132	41.56	88,610
Training / Retraining	8,476	41.62	352,759
Miscellaneous	3,642	41.60	151,507
Funeral / Other	676	41.63	28,156
Vacation	45,183	41.62	1,880,609
Sick	21,118	41.62	878,941
Holiday	20,783	41.62	864,923
Subtotal	**344,438**		**$19,274,293**
Total	**1,427,058**		**$64,313,704**
Grand Total - Rail Operators and Station Managers			**$145,610,256**

1. FY2023 pay hours includes Silver Line Phase 2 revenue service

RAIL PEAK PERIOD SERVICE LEVELS

Metrorail Line	FY2021 Total Service	FY2022 Total Service	FY2023 Total Service	FY2024 Total Service[1]
Red Line	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove
Red Line	Silver Spring / Grosvenor	Silver Spring / Grosvenor	Silver Spring / Grosvenor	Silver Spring / Grosvenor
Blue Line	Franconia-Springfield /Downtown Largo	Franconia-Springfield /Downtown Largo	Franconia-Springfield /Downtown Largo	Franconia-Springfield /Downtown Largo
Orange Line	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna
Yellow Line	Huntington / Greenbelt	Huntington / Greenbelt	Huntington / Greenbelt	Huntington / Mt Vernon Sq
Green Line	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt
Silver Line	Wiehle-Reston East / Downtown Largo	Wiehle-Reston East / Downtown Largo	Ashburn / Downtown Largo	Ashburn / Downtown Largo
		Rush Hour Trains[2]		
Red Line	26	31	31	31
Blue Line	12	15	15	15
Orange Line	12	14	14	19
Yellow Line	10	12	12	10
Green Line	10	12	12	19
Silver Line	14	16	21	21
Gap	6	8	8	8
Total[3]	**90**	**108**	**113**	**123**

1. FY2023 statistics include Silver Line Phase 2 revenue service

2. FY2021 peak Metrorail service includes removal of two Orange Line AM/PM rush tripper trains and two Green Line AM/PM rush tripper trains

3. Revised FY2021 and FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities

RAIL SCHEDULED HEADWAYS

		FY2021 Total Service	FY2022 Total Service	FY2023 Total Service	FY2024 Total Service
		Rush Hour Headways[1,2]			
Red Line	Glenmont / Shady Grove	6	5	5	5
	Silver Spring to Grosvenor Strathmore	-	-	-	-
Orange Line	Vienna / New Carrollton	12	10	10	7.5
Blue Line	Downtown Largo / Franconia Springfield	12	10	10	10
Green Line	Greenbelt / Branch Ave	12	10	10	6
Yellow Line	Huntington / Greenbelt	12	10	10	0
	Huntington to Mt Vernon Sq	-	-	-	6
Silver Line	Wiehle-Reston East / Downtown Largo	12	10	10	10
Non-Rush Hour Headways[3]		**Weekday-Mid-day / Saturday / Sunday / Late Night**			
Red Line	Glenmont / Shady Grove	6 / 12 / 12 / 15	6 / 6 / 6 / 10	6 / 6 / 6 / 10	6 / 6 / 6 / 10
	Silver Spring to Grosvenor	-	-	-	-
Orange Line	Vienna / New Carrollton	12 / 15 / 15 / 20	12 / 12 / 12 / 15	12 / 12 / 12 / 15	10 / 10 / 10 / 15
Blue Line	Downtown Largo/ Franconia Springfield	12 / 15 / 15 / 20	12 / 12 / 12 / 15	12 / 12 / 12 / 15	12 / 12 / 12 / 15
Green Line	Greenbelt / Branch Ave	12 / 15 / 15 / 20	12 / 12 / 12 / 15	12 / 12 / 12 / 15	6 / 6 / 6 / 10
Yellow Line	Huntington /Greenbelt	12 / 15 / 15 / 20	12 / 12 / 12 / 15	12 / 12 / 12 / 15	-
	Huntington to Mt Vernon Sq	-	-	-	6 / 6 / 6 / 10
Silver Line	Wiehle-Reston East / Downtown Largo	12 / 12 / 15 / 20	12 / 12 / 12 / 15	12 / 12 / 12 / 15	-
	Ashburn/ Downtown Largo	-	-	-	12 / 12 / 12 /15

		Average Combined Headways for Key Segments for FY2022			
		Rush Hour Headways	**Weekday Mid-day**	**Saturday**	**Sunday**
Red Line	Silver Spring to Grosvenor Strathmore	5	6	6	6
Orange / Blue / Silver	Rosslyn to Stadium-Armory	3	4	4	4
Green / Yellow Lines	L'Enfant Plaza to Mt Vernon Sq	3	3	3	3
Blue / Yellow Lines	King St-Old Town to Pentagon	4	4	4	4

1. Headways are defined as the distance between Metrorail trains and are measured in minutes
2. Additional Metrorail trains called trippers, are deployed to mitigate crowding during observed peaks in ridership
3. Non-rush hour headways by line operate Monday through Friday during mid-day, Saturday, Sunday and late night and are listed respectively

RAIL SERVICE LEVELS SCHEDULED

	FY2021 Total Service	FY2022 Total Service	FY2023 Total Service	FY2024 Total Service
Peak Scheduled Railcars				
Red Line	208	248	248	248
Orange Line	96	112	112	152
Blue Line	96	120	120	120
Green Line	80	96	96	152
Yellow Line	80	96	96	80
Silver Line	112	128	168	168
Gap	48	64	64	64
Total Scheduled Railcars	**720**	**864**	**904**	**984**
Spares[1]	108	196	184	184
Revenue Collections	4	4	4	4
Total Car Requirement	**832**	**1,064**	**1,092**	**1,172**
Hours of Operation				
Weekday	18.0	19.0	19.0	19.0
Friday	18.0	20.0	20.0	20.0
Saturday	16.0	18.0	18.0	18.0
Sunday	15.0	17.0	17.0	17.0
Days of Operation				
Weekday[2]	251	251	251	249
Saturday	57	57	57	58
Sunday	57	57	57	59

1. Spares represent approximately 20 percent of scheduled railcars
2. FY2024 weekdays include five holidays that formerly operated Saturday level service on weekdays

RAILCAR FLEET PROFILE

Manufacturer	Series	Purchase Years	Original Number Purchased	Number Owned	Number for Service[1]
Rohr Industries	1000	1976 - 1981	300	2	-
Breda Construzioni Ferroviarie	2000	1983 - 1984	76	76	74
Breda Construzioni Ferroviarie	3000	1984 - 1988	290	276	276
Breda Construzioni Ferroviarie	4000	1992 - 1994	100	2	-
Construcciones y Auxiliar de Ferrocarriles, S.A. (CAF)	5000	2001 - 2004	192	2	-
Alstom	6000	2006 - 2008	184	184	180
Kawasaki	7000	2015 - 2020	748	748	748
Total[2]			**1,890**	**1,290**	**1,278**

1. Eight vehicles are dedicated for revenue collection. All 1000-Series and 4000-Series vehicles have been decommissioned
2. Rail fleet storage capacity and current fleet requirements reflect full FY2023 service levels

RAIL SERVICE LEVELS

	FY2021 Total Service	FY2022 Total Service	FY2023 Total Service	FY2024 Total Service[1]
Cars per Train - Rush Hour[2]		**Six-Car / Eight Car**		
Red Line	- / 26	- / 31	- / 31	- / 31
Orange Line	- / 12	- / 14	- / 14	- / 19
Blue Line	- / 12	- / 15	- / 15	- / 15
Green Line	- / 10	- / 12	- / 12	- / 19
Yellow Line	- / 10	- / 12	- / 12	- / 10
Silver Line	- / 14	- / 16	- / 21	- / 21
Gap	- / 6	- / 8	- / 8	- / 8
Cars per Train - Weekday		**Base / Night[3]**		
Red Line	8 / 8	8 / 8	8 / 8	8 / 8
Orange Line	8 / 8	8 / 8	8 / 8	8 / 8
Blue Line	6.75 / 6.25	8 / 8	8 / 8	8 / 8
Green Line	8 / 8	8 / 8	8 / 8	8 / 8
Yellow Line	8 / 8	8 / 8	8 / 8	8 / 8
Silver Line	8 / 8	8 / 8	8 / 8	8 / 8

1. FY2023 includes Silver Line Phase 2 service
2. This is based on December pick for each fiscal year
3. Night starts at 9:30 p.m. for FY2023

RAILCAR FLEET STORAGE CAPACITY

Location	Existing Storage Capacity[1]	Current Fleet Requirement	Net Storage Capacity
Alexandria	176	176	-
Branch Ave	174	120	54
Brentwood	90	48	42
Dulles	168	112	56
Glenmont	132	132	-
Greenbelt	270	208	62
Largo	38	38	-
New Carrollton	120	120	-
Shady Grove	166	166	-
West Falls Church	188	158	30
Total[2]	**1,522**	**1,278**	**244**

1. A new railyard including an inspection shop at Dulles is part of Silver Line Phase 2. The facility has the capacity to store 184 railcars
2. Rail fleet storage capacity and current fleet requirements reflect full FY2023 service levels

SEQUENCE OF METRORAIL OPENINGS

Line	Segment	Stations	Miles	Date
Red	Farragut North to Rhode Island Ave	5	4.6	3/29/1976
Red	Gallery Place	1	-	12/15/1976
Red	To DuPont Circle	1	1.1	1/17/1977
Blue/Orange	Ronald Reagan Washington National Airport to Stadium-Armory	17	11.8	7/1/1977
Red	To Silver Spring	4	5.7	2/6/1978
Orange	To New Carrollton	5	7.4	11/20/1978
Orange	To Ballston - MU	4	3	12/1/1979
Blue	To Addison Rd	3	3.6	11/22/1980
Red	To Van Ness - UDC	3	2.1	12/5/1981
Yellow	Gallery Place to Pentagon	1	3.3	4/30/1983
Blue	To Huntington	4	4.2	12/17/1983
Red	To Grosvenor - Strathmore	5	6.8	8/25/1984
Red	To Shady Grove	4	7	12/15/1984
Orange	To Vienna	4	9.1	6/7/1986
Red	To Wheaton	2	3.2	9/22/1990
Green	To U St	3	1.7	5/11/1991
Blue	To Van Dorn St	1	3.9	6/15/1991
Green	To Anacostia	3	2.9	12/28/1991
Green	To Greenbelt	4	7	12/11/1993
Blue	To Franconia-Springfield	1	3.3	6/29/1997
Red	To Glenmont	1	1.4	7/25/1998
Green	Columbia Heights to Fort Totten	2	2.9	9/18/1999
Green	To Branch Ave	5	6.5	1/13/2001
Red	NoMa-Gallaudet U	1	-	11/20/2004
Blue	To Downtown Largo	2	3.2	12/18/2004
Silver	To Wiehle-Reston East	5	11.6	7/26/2014
Silver	To Ashburn	6	11.4	11/15/2022

MetroAccess Revenue Vehicle Fleet Management Plan

The MetroAccess Revenue Vehicle Fleet Management Plan is a tool that provides information, analysis, and recommendations about the anticipated growth in paratransit ridership, and the current and projected revenue vehicle requirements for MetroAccess to meet the demand as well as an assessment and projection of needs for paratransit vehicle maintenance.

METROACCESS STATISTICS

		FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
STATISTICS	MetroAccess - Dedicated Fleet	766	766	759	754
	Van Miles (000s)	17,819	23,209	27,196	28,546
	Miles / Van	23,262	30,299	35,831	37,859
	Passengers (000s)	1,065	1,307	1,415	1,542
	Passengers Per Van	1,390	1,655	2,767	2,045
	Passenger Revenue ($000s)	$4,416	$4,402	$5,201	$5,412
	Revenue ($000s)	$5,975	$4,305	$5,201	$5,412
	Total Operating Expense ($000s)	$143,677	$141,629	$198,156	$204,812
	Net Subsidy ($000s)	$131,943	$132,677	$192,516	$199,033
RATIOS	Cost Per Passenger	$134.97	$108.35	$140.07	$132.79
	Subsidy Per Passenger	$123.94	$101.50	$136.08	$129.04
	Percentage of Cost Recovered from Revenues [1]	4.2%	3.0%	2.6%	2.6%

1. Cost Recovery ratio

METROACCESS STATISTICS – FLEET

Fleet	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2024 Budget
Vans	589	539	532	527
Sedans	177	227	227	227
Total	**766**	**766**	**759**	**754**
Spare Ratio	15.0%	15.0%	15.0%	15.0%

METROACCESS STATISTICS – VEHICLES

Manufacturer	Fiscal Year Entered Service	Number of Vehicles	Vehicle Type
Toyota	2021	177	Sedan
Toyota	2023	50	Sedan
To be Determined	2023	30	High Capacity Van
To be Determined	2023	43	Mini Van
To be Determined	2024	70	High Capacity Van
To be Determined	2024	384	Mini Van

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RIDERSHIP

RIDERSHIP

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	27.1	25.7	26.3	29.0	24.5	24.4	25.4	24.1	14.4	2.7	2.9	4.4	230.9
FY2021	4.9	5.2	6.9	7.2	6.6	6.6	5.7	5.4	7.3	7.8	8.3	9.4	81.3
FY2022	10.7	10.6	12.2	12.8	11.3	11.1	8.1	9.7	13.2	13.7	14.3	14.5	142.2

RIDERSHIP | BY MODE

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
RAIL	Forecast	2.2	2.2	2.2	2.3	2.5	2.7	3.1	3.3	3.6	4.0	4.4	4.9	37.3
	Actual	**4.7**	**4.3**	**5.0**	**5.1**	**4.4**	**4.2**	**3.3**	**3.8**	**5.8**	**6.3**	**6.2**	**7.0**	**60.1**
BUS	Forecast	4.7	4.7	4.7	4.9	5.1	5.3	5.5	5.7	6.0	6.3	6.6	7.0	66.7
	Actual: Farebox	3.8	4.1	4.5	4.2	4.4	4.2	2.9	3.6	4.6	4.6	4.7	4.8	50.5
	Actual: Metro Operated Shuttle	0.2	0.0	0.1	0.1	0.1	0.1	0.0	0.0	0.0	0.0	0.1	0.2	1.0
	Actual: Contracted Shuttle	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Actual: APC	5.7	6.1	7.0	7.4	6.7	6.6	4.7	5.7	7.2	7.3	7.9	7.3	79.8
	Actual: APC + Metro Shuttle	**5.9**	**6.1**	**7.1**	**7.6**	**6.8**	**6.7**	**4.8**	**5.8**	**7.2**	**7.3**	**8.0**	**7.4**	**80.8**
ACCS	Forecast	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	1.3
	Actual	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**	**0.1**	**1.3**
TOTAL	Forecast	7.0	7.0	7.0	7.3	7.6	8.0	8.7	9.2	9.8	10.4	11.2	12.1	105.3
	Actual: Farebox + Metro Shuttle	8.8	8.6	9.7	9.6	9.0	8.6	6.3	7.6	10.5	11.0	11.0	12.0	112.8
	Actual: Farebox + All Shuttle	8.8	8.6	9.7	9.6	9.0	8.6	6.3	7.6	10.5	11.0	11.0	12.0	112.8
	Actual: APC + Metro Shuttle	**10.7**	**10.6**	**12.2**	**12.8**	**11.3**	**11.1**	**8.1**	**9.7**	**13.2**	**13.7**	**14.3**	**14.5**	**142.2**

SAFETY

PART I CRIMES PER MILLION PASSENGERS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	4.6	4.1	5.6	6.4	4.1	4.8	3.5	4.2	4.9	12.7	15.2	11.8	5.1
FY2021	11.1	13.2	8.4	8.2	8.4	8.3	6.8	7.0	6.3	5.8	7.1	7.3	7.9
FY2022	6.2	5.4	5.1	6.9	6.4	7.3	7.5	4.5	4.6	3.9	5.9	6.5	5.8

PART I CRIMES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	125	106	147	187	100	118	88	101	71	34	44	52	1,173
FY2021	54	69	58	59	55	55	39	38	46	45	59	69	646
FY2022	66	57	62	88	73	81	61	44	60	53	84	95	824

PART I CRIMES | BY TYPE

FY2022	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
Property Crime	**31**	**29**	**32**	**42**	**32**	**38**	**27**	**13**	**31**	**24**	**49**	**64**	**412**
Larceny	7	3	9	12	9	6	12	7	6	7	11	15	104
Larceny (Other)	23	22	21	29	21	28	15	4	23	17	28	35	266
Burglary	0	0	0	0	0	0	0	0	1	0	0	0	1
Motor Vehicle Theft	1	4	2	1	2	4	0	2	1	0	10	14	41
Attempted MV Theft	0	0	0	0	0	0	0	0	0	1	0	0	1
Arson	0	0	0	0	1	0	0	0	1	0	0	0	2
Violent Crime	**35**	**28**	**30**	**46**	**40**	**43**	**34**	**31**	**28**	**28**	**35**	**31**	**409**
Aggravated Assault	17	11	17	26	24	19	15	19	15	13	19	18	213
Rape	1	0	0	1	0	0	0	0	0	1	0	0	3
Robbery	17	17	13	19	16	24	19	12	13	14	16	13	193
FY2021 Part I Crimes	**66**	**57**	**62**	**88**	**72**	**81**	**61**	**44**	**59**	**52**	**84**	**95**	**821**
FY2021 Homicides	0	0	0	0	0	0	0	0	0	0	0	0	0

SAFETY

CUSTOMER INJURIES PER MILLION PASSENGERS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	1.8	1.4	1.9	1.5	2.0	2.2	1.5	1.9	1.5	3.4	3.5	3.0	1.8
FY2021	3.3	2.7	1.2	3.2	2.4	2.7	4.4	2.6	4.0	2.3	3.2	2.8	2.9
FY2022	3.7	1.4	2.0	1.7	2.6	1.6	2.6	2.6	2.0	2.3	1.7	1.5	2.1

METRORAIL CUSTOMER INJURIES PER MILLION PASSENGERS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**1.6**	**1.2**	**1.2**	**0.9**	**1.1**	**1.9**	**1.5**	**1.8**	**1.6**	**3.3**	**7.2**	**3.6**	**1.5**
Non-Preventable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Preventable	1.6	1.2	1.2	0.9	1.1	1.9	1.5	1.8	1.6	3.3	7.2	3.6	1.5
FY2021	**3.1**	**2.2**	**1.8**	**2.6**	**4.3**	**2.1**	**6.0**	**3.2**	**5.1**	**2.5**	**3.8**	**2.8**	**3.3**
Non-Preventable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Preventable	3.1	2.2	1.8	2.6	4.3	2.1	6.0	3.2	5.1	2.5	4.8	2.8	3.3
FY2022	**2.1**	**0.7**	**1.6**	**1.6**	**2.3**	**1.2**	**4.6**	**3.4**	**2.4**	**2.2**	**1.9**	**1.6**	**2.0**
Non-Preventable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Preventable	2.1	0.7	1.6	1.8	2.3	1.2	4.3	3.4	2.4	2.2	1.8	1.6	2.0

METROBUS CUSTOMER INJURIES PER MILLION PASSENGERS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**1.8**	**1.3**	**2.7**	**2.0**	**2.8**	**2.3**	**1.4**	**1.9**	**1.5**	**2.9**	**1.1**	**2.7**	**2.0**
Non-Preventable	1.3	1.0	1.2	1.0	1.7	1.8	1.0	1.4	0.9	1.7	0.0	1.0	1.2
Preventable	0.5	0.4	1.5	1.1	1.0	0.5	0.4	0.5	0.6	1.2	1.1	1.7	0.8
FY2021	**3.2**	**2.7**	**0.9**	**3.1**	**1.1**	**3.1**	**3.4**	**1.7**	**3.5**	**2.1**	**2.6**	**2.8**	**2.5**
Non-Preventable	1.6	1.3	3.1	7.0	4.0	8.6	4.8	0.8	3.0	1.7	2.8	3.7	1.6
Preventable	1.6	10.1	1.0	6.1	1.0	4.8	0.0	1.6	1.8	1.2	0.8	0.3	0.9
FY2022	**4.8**	**1.3**	**2.1**	**1.5**	**2.3**	**1.5**	**0.8**	**1.6**	**1.7**	**2.3**	**1.5**	**1.3**	**1.9**
Non-Preventable	2.6	0.7	1.7	0.8	1.3	1.2	0.4	0.7	1.4	1.8	1.1	0.8	1.2
Preventable	2.2	0.7	0.4	0.7	1.0	0.3	0.4	0.9	0.3	0.5	0.4	0.5	0.7

SAFETY

METROACCESS CUSTOMER INJURIES PER 100,000 PASSENGERS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**2.5**	**2.0**	**1.6**	**1.9**	**3.3**	**1.7**	**0.6**	**1.2**	**0.0**	**2.0**	**1.9**	**0.0**	**1.7**
Non-Preventable	1.0	1.0	1.6	1.4	3.3	1.2	0.6	0.6	0.0	2.0	0.0	0.0	1.2
Preventable	1.5	1.0	0.0	0.5	0.0	0.6	0.0	0.6	0.0	0.0	1.9	0.0	0.5
FY2021	**1.3**	**1.3**	**0.0**	**2.2**	**2.4**	**0.0**	**1.3**	**2.6**	**0.0**	**1.0**	**1.0**	**0.0**	**1.0**
Non-Preventable	1.3	0.0	0.0	0.0	0.0	0.0	0.0	2.6	0.0	1.0	0.0	0.0	0.4
Preventable	0.0	1.3	0.0	2.2	2.4	0.0	1.3	0.0	0.0	0.0	1.0	0.0	0.7
FY2022	**0.9**	**3.6**	**0.9**	**2.5**	**2.7**	**2.8**	**2.5**	**3.1**	**0.9**	**0.9**	**N/A**	**0.9**	**1.8**
Non-Preventable	0.0	2.7	0.9	1.7	2.7	2.8	2.5	0.0	0.0	0.9	0.0	0.9	1.2
Preventable	0.9	0.9	0.0	0.8	0.0	0.0	0.0	3.1	0.9	0.0	0.0	0.0	0.5

CUSTOMER INJURIES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	50	36	51	43	49	53	37	46	22	9	10	13	419
FY2021	16	14	8	23	16	18	25	14	29	18	29	26	236
FY2022	39	15	24	22	29	18	21	25	27	32	24	22	298

METRORAIL CUSTOMER INJURIES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**26**	**18**	**19**	**16**	**16**	**26**	**22**	**25**	**12**	**3**	**7**	**5**	**195**
Non-Preventable	0	0	0	0	0	0	0	0	0	0	0	0	0
Preventable	26	18	19	16	16	26	22	25	12	3	7	5	195
FY2021	**5**	**4**	**4**	**6**	**9**	**4**	**11**	**6**	**13**	**7**	**15**	**11**	**95**
Non-Preventable	0	0	0	0	0	0	0	0	0	0	0	0	0
Preventable	5	4	4	6	9	4	11	6	13	7	15	11	95
FY2022	**10**	**3**	**8**	**9**	**10**	**5**	**14**	**13**	**14**	**14**	**11**	**11**	**111**
Non-Preventable	0	0	0	0	0	0	0	0	0	0	0	0	0
Preventable	10	3	8	9	10	5	14	13	14	14	11	11	111

SAFETY

METROBUS CUSTOMER INJURIES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**19**	**14**	**29**	**23**	**27**	**24**	**14**	**19**	**10**	**5**	**2**	**8**	**194**
Non-Preventable	14	10	13	11	17	19	10	14	6	3	0	3	120
Preventable	5	4	16	12	10	5	4	5	4	2	2	5	74
FY2021	**10**	**9**	**4**	**15**	**5**	**14**	**13**	**6**	**16**	**10**	**13**	**15**	**130**
Non-Preventable	5	8	1	7	1	5	0	4	6	4	3	1	45
Preventable	5	1	3	8	4	9	13	2	10	6	10	14	85
FY2022	**16**	**5**	**12**	**8**	**11**	**8**	**3**	**6**	**10**	**14**	**10**	**6**	**103**
Non-Preventable	15	4	12	6	9	8	2	4	10	13	9	6	92
Preventable	1	1	0	2	2	0	1	2	0	1	1	0	11

METROACCESS CUSTOMER INJURIES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**5**	**4**	**3**	**4**	**6**	**3**	**1**	**2**	**0**	**1**	**1**	**0**	**30**
Non-Preventable	2	2	3	3	6	2	1	1	0	1	0	0	21
Preventable	3	2	0	1	0	1	0	1	0	0	1	0	9
FY2021	**1**	**1**	**0**	**2**	**2**	**0**	**1**	**2**	**0**	**1**	**1**	**0**	**11**
Non-Preventable	1	0	0	0	0	0	0	2	0	1	0	0	4
Preventable	0	1	0	2	2	0	1	0	0	0	1	0	7
FY2022	**1**	**4**	**1**	**3**	**3**	**3**	**2**	**3**	**1**	**1**	**0**	**1**	**23**
Non-Preventable	0	3	1	2	3	3	2	0	0	1	0	1	16
Preventable	1	1	0	1	0	0	0	3	1	0	0	0	7

EMPLOYEE INJURIES PER 200,000 WORK HOURS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	7.0	8.7	6.5	8.1	5.7	5.6	6.7	4.8	4.2	1.7	2.1	1.7	5.5
FY2021	4.1	2.9	4.7	5.3	4.5	6.0	5.4	6.9	5.5	6.8	7.8	8.2	5.7
FY2022	7.3	7.4	6.0	7.2	7.2	7.5	7.3	6.1	6.0	6.5	7.8	5.2	6.8

SAFETY

RAIL SYSTEM EMPLOYEE INJURIES PER 200,000 WORK HOURS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**3.7**	**5.2**	**3.5**	**4.0**	**2.5**	**2.9**	**2.7**	**3.4**	**3.1**	**1.5**	**0.9**	**1.1**	**3.0**
Non-Preventable	1.7	1.0	0.8	1.1	0.6	1.0	0.8	0.6	1.1	0.3	0.6	0.6	0.9
Preventable	1.9	4.3	2.6	2.9	1.9	1.9	1.9	2.7	2.0	1.2	0.3	0.6	2.1
FY2021	**1.5**	**2.0**	**3.6**	**3.5**	**3.0**	**4.5**	**2.7**	**4.2**	**4.0**	**3.4**	**4.2**	**2.8**	**3.3**
Non-Preventable	0.0	0.2	0.6	1.0	1.1	1.9	0.9	1.1	1.6	0.9	2.0	1.3	1.1
Preventable	1.5	1.7	3.0	2.5	1.8	2.5	1.8	3.1	2.4	2.6	2.2	1.5	2.2
FY2022	**3.7**	**3.0**	**3.3**	**4.7**	**3.5**	**4.0**	**6.3**	**3.8**	**2.5**	**2.9**	**3.1**	**1.0**	**3.5**
Non-Preventable	2.2	1.3	0.7	1.7	2.0	1.8	3.3	1.3	0.4	1.0	1.6	0.4	1.5
Preventable	1.5	1.7	2.6	3.0	1.5	2.2	3.1	2.5	2.1	1.9	1.4	0.6	2.0

BUS EMPLOYEE INJURIES PER 200,000 WORK HOURS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**13.3**	**15.2**	**11.2**	**13.4**	**8.4**	**11.3**	**15.3**	**7.8**	**8.0**	**2.5**	**4.1**	**3.4**	**10.2**
Non-Preventable	8.2	7.9	4.6	6.8	5.1	6.1	8.4	5.1	4.2	1.0	1.0	1.9	5.5
Preventable	5.1	7.3	6.6	6.5	3.4	5.2	6.9	2.7	3.8	1.5	3.0	1.5	4.7
FY2021	**7.6**	**6.5**	**8.0**	**8.6**	**8.7**	**10.6**	**11.6**	**14.2**	**9.3**	**15.0**	**15.9**	**16.3**	**11.2**
Non-Preventable	4.5	2.6	3.6	4.8	6.0	6.2	4.2	7.5	5.2	8.1	9.3	9.9	6.1
Preventable	3.0	3.9	4.4	3.7	2.8	4.4	7.3	6.7	4.1	7.0	6.7	6.4	5.1
FY2022	**16.2**	**16.3**	**12.4**	**12.9**	**13.7**	**15.0**	**11.0**	**10.9**	**12.9**	**13.5**	**16.4**	**12.9**	**13.7**
Non-Preventable	7.7	10.0	7.9	8.8	9.2	9.5	8.5	7.4	10.2	10.0	11.0	8.5	9.1
Preventable	8.4	6.2	4.5	4.1	4.4	5.5	2.5	3.5	2.7	3.5	5.4	4.4	4.6

CONTRACTOR INJURIES PER 200,000 WORK HOURS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
FY2021	**0.0**	**0.8**	**1.4**	**1.4**	**0.0**	**0.0**	**0.0**	**2.0**	**0.0**	**1.4**	**0.0**	**1.2**	**0.7**
FY2022	**0.8**	**0.0**	**4.4**	**0.0**	**0.0**	**4.9**	**2.3**	**4.3**	**1.5**	**N/A**	**N/A**	**N/A**	**N/A**

FATALITIES

	Metrorail	Metrobus	MetroAccess
FY2020			
FY2021	3	3	0
FYTD2022	1	3	0

SAFETY

NTD BUS COLLISIONS PER MILLION MILES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**3.5**	**4.0**	**4.5**	**4.3**	**4.0**	**3.3**	**2.9**	**3.4**	**3.7**	**1.8**	**1.8**	**3.4**	**3.5**
Non-Preventable	2.1	1.9	2.2	2.1	1.6	2.3	2.2	2.1	1.0	1.2	0.6	2.8	1.9
Preventable	1.4	2.1	2.2	2.1	2.4	1.0	0.7	1.3	2.7	0.6	1.2	0.6	1.6
FY2021	**2.7**	**4.7**	**2.2**	**2.7**	**1.9**	**3.5**	**3.5**	**2.1**	**1.1**	**2.1**	**2.8**	**4.7**	**2.8**
Non-Preventable	1.6	2.5	0.9	1.5	1.6	2.1	2.6	1.4	0.6	1.2	2.2	3.7	1.8
Preventable	1.1	2.1	1.2	1.2	0.3	1.5	1.0	0.7	0.6	0.9	0.6	0.9	1.0
FY2022	**4.6**	**4.0**	**3.6**	**2.8**	**4.7**	**2.8**	**3.0**	**3.5**	**2.7**	**3.1**	**3.1**	**2.3**	**3.3**
Non-Preventable	3.2	3.2	2.8	1.0	3.2	2.1	2.4	1.7	2.0	1.8	2.5	1.5	2.3
Preventable	1.3	0.8	0.8	1.8	1.6	0.8	0.7	1.7	0.7	1.3	0.5	0.8	1.1

RAIL COLLISIONS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	1	2	0	2	0	0	1	2	0	2	0	0	10
FY2021	0	1	0	1	0	0	0	0	1	0	0	0	3
FY2022	0	0	0	0	2	0	0	0	0	0	1	0	3

DERAILMENTS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**1**	**2**	**1**	**0**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**5**
Trains Carrying Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Trains with No Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Roadway Maintenance Machine	1	2	1	0	0	0	0	1	0	0	0	0	5
FY2021	**2**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**1**	**0**	**0**	**4**
Trains Carrying Customers	1	0	0	0	0	0	0	0	0	0	0	0	1
Trains with No Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Roadway Maintenance Machine	1	0	0	0	0	0	0	0	1	1	0	0	3
FY2022	**0**	**0**	**0**	**2**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**2**
Trains Carrying Customers	0	0	0	1	0	0	0	0	0	0	0	0	1
Trains with No Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Roadway Maintenance Machine	0	0	0	1	0	0	0	0	0	0	0	0	1

SAFETY

FIRE INCIDENTS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	**8**	**6**	**12**	**7**	**6**	**5**	**2**	**3**	**3**	**1**	**7**	**6**	**66**
Non-Electrical	4	4	10	5	5	1	1	1	3	0	1	2	37
Cable	0	2	0	0	0	0	0	0	0	0	0	0	2
Arcing Insulator	4	0	1	1	1	4	1	2	0	1	6	4	25
Train Component	0	0	1	0	0	0	0	0	0	0	0	0	1
Station Component	0	0	0	1	0	0	0	0	0	0	0	0	1
FY2021	**4**	**1**	**3**	**3**	**4**	**2**	**3**	**5**	**2**	**1**	**3**	**4**	**35**
Non-Electrical	1	0	1	3	3	1	3	1	1	0	1	1	16
Cable	0	0	0	0	0	0	0	0	0	0	1	0	1
Arcing Insulator	2	1	2	0	0	0	0	1	0	1	1	3	11
Train Component	0	0	0	0	0	0	0	1	0	0	0	0	1
Station Component	1	0	0	0	1	1	0	2	1	0	0	0	6
FY2022	**6**	**5**	**1**	**1**	**8**	**1**	**3**	**3**	**2**	**1**	**2**	**2**	**35**
Non-Electrical	5	1	1	0	8	1	2	1	1	0	0	1	21
Cable	0	0	0	0	0	0	0	0	0	0	0	0	0
Arcing Insulator	1	4	0	1	0	0	1	2	1	1	2	1	14
Train Component	0	0	0	0	1	0	0	0	0	0	0	0	1
Station Component	0	0	0	0	0	0	0	0	0	0	0	0	0

RED SIGNAL OVERRUNS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	2	0	1	3	2	1	0	0	3	0	1	1	14
FY2021	1	0	2	1	2	4	0	1	0	0	0	0	11
FY2022	1	1	1	1	0	0	0	0	0	0	0	0	4

SERVICE RELIABILITY

MYTRIPTIME RAIL CUSTOMER ON-TIME PERFORMANCE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	89%	90%	89%	90%	90%	89%	92%	92%	92%	96%	96%	91%	90%
FY2021	93%	92%	91%	90%	90%	90%	89%	91%	93%	94%	89%	91%	91%
FY2022	91%	92%	92%	74%	67%	72%	67%	72%	75%	76%	76%	91%	79%

MYTRIPTIME RAIL CUSTOMER ON-TIME PERFORMANCE | BY LINE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
Red Line	92%	95%	93%	80%	71%	74%	71%	75%	80%	82%	78%	91%	82%
Blue Line	84%	85%	87%	65%	59%	66%	61%	69%	70%	70%	69%	89%	74%
Orange Line	86%	86%	90%	67%	61%	68%	63%	68%	71%	72%	70%	91%	75%
Green Line	95%	96%	94%	81%	74%	78%	72%	74%	75%	78%	82%	90%	82%
Yellow Line	92%	93%	89%	72%	65%	69%	65%	69%	71%	72%	77%	87%	77%
Silver Line	88%	88%	92%	68%	66%	72%	66%	74%	76%	77%	76%	93%	79%

MYTRIPTIME RAIL CUSTOMER ON-TIME PERFORMANCE | BY TIME PERIOD

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
AM Rush [5AM-9:30AM]	94%	96%	95%	71%	64%	70%	66%	73%	74%	78%	78%	94%	80%
Midday [9:30AM-3PM]	90%	91%	90%	70%	60%	66%	61%	68%	69%	69%	72%	90%	75%
PM Rush [3PM-7PM]	91%	93%	92%	69%	58%	63%	60%	67%	70%	71%	72%	91%	75%
Evening [7PM-9:30PM]	93%	92%	95%	79%	76%	79%	75%	81%	82%	83%	85%	92%	85%
Late Night [9:30PM-12AM]	94%	95%	96%	88%	87%	90%	86%	86%	90%	90%	92%	93%	91%
Weekend	86%	87%	90%	82%	79%	84%	76%	77%	83%	83%	80%	88%	83%

METROBUS ON-TIME PERFORMANCE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	78%	78%	74%	75%	76%	78%	78%	78%	78%	N/A	N/A	N/A	77%
FY2021	75%	75%	75%	75%	74%	74%	73%	72%	76%	78%	78%	78%	75%
FY2022	78%	78%	77%	77%	77%	77%	N/A	77%	77%	77%	77%	77%	77%

SERVICE RELIABILITY

METROBUS ON-TIME PERFORMANCE | BY TIME PERIOD

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
AM Early [4AM-6AM]	84%	84%	84%	84%	84%	84%	N/A	82%	84%	84%	84%	84%	#N/A
AM Peak [6AM-9AM]	81%	80%	80%	80%	80%	80%	N/A	79%	81%	80%	80%	80%	#N/A
Midday [9AM-3PM]	79%	78%	79%	78%	78%	77%	N/A	78%	78%	78%	77%	77%	#N/A
PM Peak [3PM-7PM]	75%	74%	72%	72%	72%	72%	N/A	73%	72%	73%	73%	72%	#N/A
Early Night [7PM-11PM]	79%	79%	78%	77%	79%	79%	N/A	78%	78%	79%	79%	77%	#N/A
Late Night [11PM-4AM]	77%	77%	76%	76%	77%	76%	N/A	76%	77%	77%	76%	76%	#N/A

METROBUS ON-TIME PERFORMANCE | BY SERVICE TYPE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
12-minute	N/A	N/A	N/A	76%	77%	76%	N/A	76%	76%	76%	77%	76%	67%
20-minute	N/A	N/A	N/A	79%	79%	79%	N/A	78%	79%	80%	79%	79%	79%
All Other Service	78%	78%	77%	77%	77%	77%	N/A	77%	78%	77%	77%	76%	77%
Early	11%	10%	9%	10%	10%	10%	N/A	12%	10%	9%	9%	10%	10%
Late	11%	12%	13%	13%	12%	13%	N/A	11%	13%	13%	14%	14%	13%

METROACCESS ON-TIME PICK-UP PERFORMANCE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	89%	89%	87%	88%	90%	91%	91%	91%	93%	97%	97%	97%	91%
FY2021	97%	97%	97%	97%	97%	96%	97%	96%	96%	96%	95%	95%	96%
FY2022	96%	94%	93%	92%	93%	93%	94%	95%	94%	93%	93%	94%	94%

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN DELAY

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	144,510	188,206	292,729	192,718	211,038	237,499	244,666	416,767	817,083	343,530	342,375	350,532	245,476
FY2021	257,108	229,463	198,095	237,311	222,876	296,163	381,439	390,774	468,012	668,798	573,704	383,009	314,389
FY2022	340,119	418,982	287,612	148,861	82,266	164,348	99,116	86,313	100,168	197,337	103,977	88,074	146,251

SERVICE RELIABILITY

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN DELAY | BY RAILCAR SERIES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
2000 series	N/A	N/A	N/A	34,528	75,209	134,235	56,756	79,972	49,778	163,857	61,072	48,695	70,055
3000 series	193,376	78,392	110,597	76,202	74,569	191,051	106,605	79,706	105,834	182,864	111,020	88,766	104,122
6000 series	N/A	N/A	N/A	18,326	N/A	131,946	171,271	162,777	328,850	365,615	142,129	330,299	184,821
7000 series	369,468	608,199	374,862	449,761	N/A	128,013	N/A	N/A	N/A	N/A	N/A	41,388	382,884

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	15,344	19,374	20,799	20,998	20,784	23,425	26,760	24,142	37,567	94,471	81,518	68,396	24,010
FY2021	48,762	27,890	13,882	34,393	31,244	33,847	44,584	57,893	54,420	54,820	58,433	48,956	35,208
FY2022	44,044	36,892	53,188	28,658	14,145	21,144	20,179	19,878	18,379	22,553	18,735	18,301	24,918

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE | BY RAILCAR SERIES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
2000 series	N/A	N/A	N/A	6,278	8,631	15,609	17,027	19,304	13,576	21,143	15,268	15,440	14,648
3000 series	13,813	10,888	18,781	14,037	15,109	23,158	19,224	19,927	18,719	23,705	21,824	19,328	18,754
6000 series	N/A	N/A	22,630	5,727	41,144	18,849	34,254	20,347	24,359	20,312	15,306	17,084	19,167
7000 series	57,134	44,502	73,343	78,219	N/A	32,003	N/A	N/A	N/A	N/A	N/A	25,867	58,354

BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	6,166	6,001	6,066	7,006	7,788	8,527	8,533	7,785	10,506	12,758	14,028	10,310	7,652
FY2021	8,609	8,491	9,599	9,081	9,555	10,394	10,944	10,821	9,494	8,838	7,860	7,310	9,151
FY2022	7,903	8,227	8,649	8,163	8,796	9,769	12,238	9,208	8,947	10,081	8,164	8,880	8,918

SERVICE RELIABILITY

BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE | BY FUEL TYPE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
CNG	9,557	9,870	11,482	11,144	11,045	11,538	13,855	10,334	8,710	10,174	9,854	10,671	10,527
HYBRID	7,139	7,133	6,689	6,324	7,411	8,370	10,475	7,672	7,640	8,247	6,081	7,148	7,337
CLEAN DIESEL	8,857	11,225	16,607	14,842	11,676	13,753	16,086	14,528	14,792	18,181	14,705	11,877	13,693

METROACCESS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	23,823	24,162	26,297	25,137	22,691	21,738	23,118	29,861	35,570	34,626	34,362	22,851	25,462
FY2021	18,965	18,589	22,287	34,104	25,943	30,214	28,870	17,219	28,400	24,075	29,110	20,580	23,951
FY2022	28,099	20,742	25,017	28,625	18,969	22,543	18,339	19,438	21,998	25,813	25,291	26,043	23,101

ELEVATOR AVAILABILITY

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	96%	97%	97%	98%	97%	97%	97%	97%	96%	97%	98%	98%	97%
FY2021	97%	98%	97%	97%	98%	98%	98%	99%	99%	99%	99%	99%	98%
FY2022	97%	97%	96%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%

ESCALATOR AVAILABILITY

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	94%	94%	94%	95%	95%	96%	96%	96%	97%	96%	96%	94%	95%
FY2021	94%	94%	94%	95%	94%	94%	94%	95%	95%	95%	96%	96%	95%
FY2022	94%	93%	93%	93%	93%	94%	93%	92%	92%	93%	93%	93%	93%

AVAILABLE TRACK

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	10.0%	10.7%	10.7%	0.5%	2.3%	2.0%	0.1%	0.1%	0.1%	0.1%	0.0%	18.9%	4.6%
FY2021	18.8%	22.2%	4.7%	0.0%	0.6%	0.8%	0.1%	0.1%	2.4%	3.1%	4.7%	6.5%	5.3%
FY2022	6.5%	8.3%	7.0%	4.6%	5.9%	6.1%	5.6%	0.7%	0.4%	0.1%	0.0%	6.0%	4.3%

SERVICE RELIABILITY

OFFLOADS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	96	62	93	61	69	75	71	70	44	9	24	15	689
FY2021	15	30	49	37	41	41	27	31	25	22	27	29	374
FY2022	43	34	31	50	55	42	50	42	49	37	64	58	555

METRORAIL CROWDING

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020 [>23 passengers per car]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	0.2%	0.2%	0.2%	0.1%
FY2021 [>23 passengers per car]	0.8%	0.2%	0.1%	0.0%	0.5%	0.1%	1.3%	0.1%	0.1%	0.1%	1.1%	2.2%	0.6%
FY2022 [>75 passengers per car]	0.4%	0.0%	0.0%	1.0%	0.7%	0.3%	0.1%	0.1%	1.1%	1.8%	2.6%	3.7%	1.2%

METRORAIL CROWDING | BY LINE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
Red Line	0.3%	0.0%	0.0%	1.5%	1.2%	0.7%	0.2%	0.3%	1.2%	1.5%	3.6%	4.6%	1.5%
Blue Line	0.4%	0.0%	0.0%	0.5%	0.5%	0.0%	0.1%	0.0%	0.8%	1.6%	1.7%	2.5%	0.9%
Orange Line	0.5%	0.0%	0.0%	0.8%	0.8%	0.2%	0.1%	0.0%	2.0%	2.0%	4.0%	9.2%	1.8%
Green Line	1.0%	0.2%	0.1%	1.0%	0.2%	0.2%	0.0%	0.1%	0.8%	3.0%	2.2%	2.5%	1.1%
Yellow Line	0.5%	0.0%	0.0%	0.7%	0.2%	0.0%	0.2%	0.0%	1.1%	2.8%	1.8%	2.1%	1.0%
Silver Line	0.3%	0.0%	0.0%	0.4%	0.5%	0.0%	0.1%	0.0%	0.5%	1.0%	1.0%	1.7%	0.6%

METRORAIL CROWDING | BY TIME PERIOD

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
Weekday	0.1%	0.0%	0.0%	1.2%	0.8%	0.4%	0.2%	0.1%	1.2%	2.0%	3.1%	4.4%	1.4%
AM Rush [5AM-9:30AM]	0.1%	0.0%	0.0%	1.3%	0.9%	0.5%	0.0%	0.1%	1.5%	2.3%	4.5%	5.9%	1.9%
Midday [9:30AM-3PM]	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%
PM Rush [3PM-7PM]	0.1%	0.0%	0.0%	2.1%	1.6%	0.6%	0.4%	0.3%	2.1%	3.7%	4.7%	7.3%	2.4%
Evening [7PM-9:30PM]	0.1%	0.0%	0.0%	0.1%	0.0%	0.1%	0.0%	0.1%	0.1%	0.5%	0.5%	0.6%	0.2%
Late Night [9:30PM-12AM]	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.4%
Weekend	0.3%	0.1%	0.0%	0.4%	0.3%	0.0%	0.1%	0.0%	0.8%	1.2%	0.8%	0.8%	0.5%

SERVICE RELIABILITY

METROBUS CROWDING

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020 [>20 passengers per 40' bus]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6.3%	2.2%	3.0%	5.3%	3.9%
FY2021 [>20 passengers per 40' bus]	6.7%	4.8%	3.2%	3.7%	3.4%	3.3%	2.1%	2.1%	2.6%	3.1%	3.8%	4.2%	3.5%
FY2022 [>30 passengers per 40' bus]	0.8%	1.0%	1.5%	1.7%	1.6%	1.4%	1.4%	1.2%	1.6%	1.6%	1.9%	1.9%	1.5%

METROBUS CROWDING | BY TIME PERIOD

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
Weekday	0.8%	1.0%	1.8%	1.9%	1.8%	1.6%	2.0%	1.5%	1.8%	1.8%	2.2%	2.1%	1.7%
AM Early [4AM-6AM]	0.5%	0.6%	0.7%	0.7%	0.6%	0.5%	2.1%	0.7%	0.5%	0.6%	1.0%	1.2%	0.7%
AM Peak [6AM-9AM]	0.5%	0.8%	2.6%	2.5%	2.4%	1.9%	3.1%	1.9%	2.3%	2.1%	2.9%	2.3%	2.1%
Midday [9AM-3PM]	1.1%	1.2%	1.4%	0.4%	0.2%	0.3%	0.2%	0.2%	1.5%	1.7%	1.8%	2.0%	1.2%
PM Peak [3PM-7PM]	1.2%	1.6%	2.8%	0.2%	0.2%	0.3%	0.1%	0.2%	3.0%	2.8%	3.5%	3.1%	2.4%
Early Night [7PM-11PM]	0.4%	0.4%	0.3%	1.6%	1.6%	1.6%	1.6%	1.2%	0.4%	0.5%	0.6%	0.8%	1.1%
Late Night [11PM-4AM]	0.4%	0.3%	0.2%	3.3%	3.1%	2.5%	3.5%	2.5%	0.3%	0.6%	0.5%	0.4%	2.4%
Weekend	0.9%	1.1%	0.7%	0.9%	0.8%	0.7%	0.3%	0.5%	0.7%	1.1%	1.0%	1.3%	0.8%

METRORAIL CUSTOMER SATISFACTION RATING*

	Q1	Q2	Q3	Q4
FY2020	79%	83%	85%	N/A
FY2021	N/A	N/A	N/A	91%
FY2022	91%	73%	68%	69%

METROBUS CUSTOMER SATISFACTION RATING*

	Q1	Q2	Q3	Q4
FY2020	76%	79%	76%	N/A
FY2021	64%	84%	88%	81%
FY2022	87%	72%	64%	69%

FINANCIAL RESPONSIBILITY

OPERATING COST PER PASSENGER TRIP - SYSTEM

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	$5.45	$5.20	$6.23	$4.91	$6.02	$8.11	$6.68	$6.23	$11.24	$59.74	$53.73	$44.95	$8.35
FY2021	$32.79	$27.25	$25.64	$22.52	$23.52	$26.23	$28.93	$25.16	$23.69	$18.73	$16.23	$16.01	$22.90
FY2022	$14.28	$15.75	$13.36	$11.34	$12.91	$14.28	$18.70	$16.38	$12.00	$11.17	$11.64	$10.33	$13.15

FY22 OPERATING COST PER PASSENGER TRIP - MODE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
RAIL	$19.67	$21.41	$19.05	$15.55	$18.48	$21.48	$25.74	$24.80	$14.36	$13.67	$14.84	$11.68	$17.53
BUS	$9.40	$9.04	$7.99	$7.19	$7.91	$8.38	$11.82	$9.39	$8.35	$7.49	$7.72	$7.37	$8.35
ACCS	$44.25	$165.31	$99.66	$94.39	$97.90	$102.58	$138.08	$97.69	$119.96	$109.49	$111.37	$125.25	$108.35

FAREBOX RECOVERY RATIO - SYSTEM

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	40%	42%	34%	44%	36%	27%	33%	35%	19%	2%	1%	1%	25%
FY2021	3%	4%	4%	5%	5%	4%	5%	5%	6%	7%	8%	10%	5%
FY2022	11%	10%	10%	12%	12%	9%	9%	9%	13%	14%	14%	13%	11%

FY22 FAREBOX RECOVERY RATIO - MODE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
RAIL	14%	14%	13%	16%	12.056290263668%			11%	18%	19%	19%	21%	15%
BUS	6%	7%	6%	7%	9%	6%	6%	6%	7%	9%	9%	4%	7%
ACCS	6%	2%	4%	4%	4%	3%	2%	3%	3%	3%	3%	2%	3%

OPERATING COST PER SERVICE MILE - SYSTEM

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	$11.40	$10.33	$12.80	$10.37	$11.59	$15.00	$12.69	$12.01	$16.32	$27.85	$28.51	$38.89	$14.78
FY2021	$29.46	$18.04	$16.42	$15.08	$15.26	$16.00	$16.05	$14.29	$15.26	$13.37	$14.07	$13.59	$15.73
FY2022	$14.37	$15.71	$12.87	$13.76	$18.48	$18.77	$20.66	$20.59	$17.74	$17.66	$18.61	$17.45	$16.85

FINANCIAL RESPONSIBILITY

OPERATING COST PER SERVICE MILE - MODE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
RAIL	$15.53	$16.36	$12.68	$15.34	$26.96	$25.91	$26.04	$29.92	$21.54	$22.28	$22.73	$19.78	$19.84
BUS	$20.06	$18.81	$18.02	$16.66	$17.54	$18.05	$21.65	$19.47	$18.32	$17.53	$19.29	$19.25	$19.07
ACCS	$2.53	$9.25	$5.56	$5.36	$6.06	$6.17	$7.40	$5.39	$8.07	$7.44	$7.50	$8.47	$6.54

OPERATING COST PER REVENUE HOUR - SYSTEM

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	$174.33	$159.78	$200.35	$162.49	$182.78	$237.35	$200.58	$189.50	$259.78	$438.43	$440.12	$564.70	$230.91
FY2021	$439.95	$294.53	$269.47	$243.88	$246.18	$256.90	$259.15	$229.63	$246.52	$215.48	$224.25	$201.67	$252.44
FY2022	$225.81	$242.97	$210.08	$210.20	$256.17	$265.38	$295.16	$293.37	$245.33	$247.08	$261.43	$248.89	$247.57

OPERATING COST PER REVENUE HOUR - MODE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
RAIL	$355.24	$363.44	$294.39	$355.71	$625.47	$601.21	$603.88	$696.58	$502.02	$518.79	$529.27	$458.66	$457.89
BUS	$202.47	$193.02	$181.85	$168.10	$176.98	$182.18	$217.71	$196.35	$184.66	$176.88	$194.84	$194.28	$191.25
ACCS	$33.70	$127.82	$79.84	$78.60	$81.01	$82.46	$96.17	$73.07	$92.40	$87.71	$87.14	$97.09	$84.77

VACANCY RATE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	6%	6%	6%	6%	6%	7%	7%	6%	6%	6%	6%	6%	6%
FY2021	7%	7%	7%	7%	7%	7%	8%	8%	8%	8%	9%	10%	10%
FY2022	10%	10%	10%	12%	11%	11%	11%	11%	11%	11%	11%	11%	11%

SUSTAINABILITY

ENERGY USE (Mbtu/vehicle mile)	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	39.3	39.9	39.0	36.0	37.5	39.7	38.5	38.0	38.9	49.5	52.5	58.3	40.3
FY2021	65.0	44.1	37.4	36.1	37.1	41.2	41.1	42.3	35.3	36.8	36.3	38.7	39.7
FY2022	42.9	40.3	37.1	40.8	47.3	48.6	55.3	49.6	43.4	43.9	40.6	41.2	43.5

GREENHOUSE GAS EMISSIONS (kg CO2e/vehicle mile)	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	3.29	3.36	3.33	3.00	3.10	3.30	3.19	3.13	3.29	4.24	4.60	5.06	3.39
FY2021	5.59	3.75	3.16	3.01	3.05	3.39	3.37	3.47	2.88	3.07	3.04	3.26	3.31
FY2022	3.61	3.34	3.13	3.33	3.70	3.84	4.47	3.93	3.37	3.49	3.21	3.34	3.34

WATER USE (gallons/vehicle mile)	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	1.48	0.98	1.01	0.76	0.73	0.40	0.48	0.37	0.44	1.36	1.24	1.58	0.82
FY2021	2.84	1.35	0.79	0.81	0.52	0.39	0.54	0.57	0.46	0.65	1.05	0.94	0.80
FY2022	1.40	1.28	0.81	0.99	0.80	0.79	0.88	0.76	0.71	0.93	0.90	1.39	0.99

DEFINITIONS

RIDERSHIP

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Ridership	Total Metro ridership Metrorail passenger trips + Metrobus passenger boardings + MetroAccess passenger trips	Ridership is a measure of total service consumed and an indicator of value to the region. Drivers of this indicator include service quality and accessibility. Passenger trips are defined as follows: ► **Metrorail** reports passenger trips. A passenger trip is counted when a customer enters through a faregate. In an example where a customer transfers between two trains to complete their travel one trip is counted. ► **Metrobus** reports passenger boardings. A passenger boarding is counted via the onboard Automatic Passenger Counter (APC) when a customer boards a Metrobus. In an example where a customer transfers between two Metrobuses to complete their travel two trips are counted. Metrobus totals also include shuttles* to accommodate rail station shutdowns and other track work. ► **MetroAccess** reports passenger trips. A passenger traveling from an origin to a destination is counted as one passenger trip. Passengers include customers, personal care attendants (PCAs), and companions in accordance with ADA regulations. *Metro does not include bus shuttle passenger trips in its budget or published ridership forecasts.

SAFETY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Part 1 Crime Rate	Part I Crimes as a rate of ridership: Part 1 Crime count ÷ (Number of passengers ÷ 1,000,000) In other words, the number of crimes per million passenger trips	The FBI's Uniform Crime Reporting program classifies the following as Part 1 Crimes: Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft, and Arson. To calculate Metro's Part 1 Crime Rate, MTPD looks at these crimes committed: 1) on buses and bus stops, 2) on trains and in rail stations, 3) at Metro-owned parking lots, 4) at other Metro Facilities such as rail yards, bus divisions, headquarters, and MetroAccess vehicles, and 5) in a non-WMATA location but involving WMATA or MTPD property. This measure provides an indicator of the perception of safety and security customers experience when traveling the Metro system. Increases or decreases in crime can influence whether customers feel safe in the system.
Customer Injury Rate	Customer injury rate: Number of injuries ÷ (Number of passengers ÷ 1,000,000)* In other words, the number of injuries per million passenger trips	The customer injury rate is based on National Transit Database (NTD) Reporting criteria. This measure includes customers injured during Metro operations when the injury is considered serious or requires immediate medical attention away from the scene. Customer safety is the highest priority for Metro and a key measure of quality service. Customers expect a safe and reliable ride each day. The customer injury rate is an indicator of how well the service is meeting this safety objective. *per 100,000 passengers for MetroAccess
Employee Injury Rate	Employee injury rate: Number of injuries ÷ (Total work hours ÷ 200,000) 200,000 hours is equivalent to 100 employees working full-time for one year. In other words: the number of employees injured per 100 employees	An employee injury is recorded based on OSHA 1904 Recordkeeping Criteria, when the injury is (a) work related; and, (b) one or more of the following happens to the employee: 1) fatality, 2) injury or illness that results in loss of consciousness, days away from work, restricted work, or job transfer 3) receives medical treatment above first aid, 4) diagnosed case of cancer, chronic irreversible diseases, fractured or cracked bones or teeth, and punctured eardrums, 5) special cases involving needlesticks and sharps injuries, medical removal, hearing loss, and tuberculosis. Per the Occupational Safety and Health Act, employers are obligated to provide a workplace free of recognized hazards which may cause employee death or serious injury. OSHA recordable injuries are a key indicator of how safe employees are in the workplace.
Fatality Rate	Number of fatalities reported to the Federal Transit Administration per vehicle revenue miles.	The Federal Transit Agency's Public Transportation Agency Safety Plan identified the fatality rate as a key safety performance measure. Reducing the number of fatalities is a top priority for all transit agencies. This measure includes customer and employee fatalities excluding those from suicide, trespassers, illnesses, drug overdoses, or other natural causes.

SAFETY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
NTD Bus Collision Rate	NTD bus collision rate: Number of NTD reportable collisions ÷ (Total number of bus miles operated ÷ 1,000,000) In other words, the number of collisions per million miles driven	The NTD collision rate is a subset of the Bus Collision Rate and is based on National Transit Database (NTD) Reporting criteria. It reflects bus collisions that result in injuries requiring transport for any involved vehicle or pedestrian; towaway of any involved vehicle; or total damages that cost $25,000 or more. NTD-reportable collisions reflect a measure of serious bus collisions and represent an opportunity to fully investigate the incident; determining causal factors and root causes. The NTD bus collision rate is an indicator of how well service is meeting this safety objective.
Rail Collisions	Number of rail collisions	Rail collision incidents reflect any incident on the mainline or yard where a train, with or without customers, or a Roadway Maintenance Machine (RMM) makes contact with another vehicle, equipment, or object, and meet the NTD threshold of substantial damage. The number of rail collision incidents is an indicator of how well Train and Equipment Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators.
Derailments	Number of derailments	A derailment is a non-collision event that occurs when a train or other rail vehicle unintentionally comes off its rail, causing it to no longer be properly guided onto the railway. The number of derailment incidents is an indicator of how well Train Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators. Derailments are also an indicator of the state of good repair of both the right-of-way and rail vehicles (trains, RMMs, Flat Cars, Hi-Rail trucks).
Fire Incidents	Number of fire incidents	Fire incidents consistent of any fire that occurs within the Metrorail system regardless if active suppression was required. There are three main types of fires that occur within the Metrorail system: non-electrical (e.g., debris, rubbish such as leaves, newspapers), cable, arcing events (track components, train components) and station equipment. The number of fire incidents is an indicator of how well Metro is keeping its right of way clean and dry, and its equipment in state of good repair.
Red Signal Overruns	Number of red signal overruns	Red signal overrun incidents reflect any time a train or equipment operator passes a red signal on the right-of-way (including in rail yards), or when the operator passes an employee on the roadway who's telling the train or Roadway Maintenance Machine (RMM) to not move any further. The number of red signal overruns is an indicator of how well Train Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators.

SERVICE RELIABILITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
MyTripTime **(Metrorail Customer On-Time Performance)**	Percentage of customer journeys completed on time Number of journeys completed on time ÷ Total number of journeys	Rail Customer On-Time Performance (OTP) communicates the reliability of rail service, which is a key driver of customer satisfaction. OTP measures the percentage of customers who complete their journey within the maximum amount of time it should take per WMATA service standards. The maximum time is equal to the train run-time + a headway (scheduled train frequency) + several minutes to walk between the fare gates and platform. These standards vary by line, time of day, and day of the week. Actual journey time is calculated from the time a customer taps a SmarTrip® card to enter the system, to the time when the SmarTrip® card is tapped to exit. Factors that can affect OTP include: railcar availability, fare gate availability, elevator and escalator availability, infrastructure conditions, speed restrictions, single-tracking around scheduled track work, railcar delays (e.g., doors), or delays caused by sick passengers.
Metrobus On-Time Performance	Percentage of bus service delivered on-time Number of time points delivered on time based on a window of 2 minutes early and 7 minutes late ÷ Total number of time points delivered "Timepoints" are major stops on a bus route that are used to create bus schedules.	Bus on-time performance (OTP) communicates the reliability of bus service, which is a key driver of customer satisfaction and ridership. Factors that can affect OTP include: traffic congestion, detours, inclement weather, scheduling, vehicle reliability, operational behavior, or delays caused by passengers.
MetroAccess On-Time Pick-up Performance	Adherence to Schedule Number of vehicle arrivals at the pick-up location within the 30 minute on-time widow ÷ Total stops	This indicator illustrates how closely MetroAccess adheres to customer pick-up windows on a system-wide basis. MetroAccess customers schedule trips at least one day in advance, and are given a 30-minute pick-up window. MetroAccess on-time pick-up performance is essential to delivering quality service to the customer.

SERVICE RELIABILITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Rail Fleet Reliability	Mean Distance Between Delay (MDBD) Total railcar revenue miles ÷ Number of failures during revenue service resulting in delays of four or more minutes Mean Distance Between Failure (MDBF) Total railcar revenue miles ÷ Total number of failures occurring during revenue service	The number of miles traveled before a railcar experiences a failure. Some car failures result in inconvenience or discomfort, but do not always result in a delay of service (such as hot cars). Mean Distance Between Delay includes those failures that had an impact on customer on-time performance. Mean Distance Between Failure and Mean Distance Between Delay communicate the effectiveness of Metro's railcar maintenance and engineering program. Factors that influence railcar reliability are the age and design of the railcars, the amount the railcars are used, the frequency and quality of preventive maintenance, and the interaction between railcars and the track.
Bus Fleet Reliability	Mean Distance Between Failures (MDBF) Total bus mileage ÷ Total number of mechanical failures occurring during revenue service	Mean Distance Between Failures is used to monitor trends in vehicle breakdowns that cause buses to go out of service and to plan corrective actions. Factors that influence bus fleet reliability include vehicle age, quality of maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction.
MetroAccess Fleet Reliability	Mean Distance Between Failures (MDBF) Total MetroAccess vehicle odometer miles ÷ Total number of mechanical failures occurring during revenue service	The number of total miles traveled before a mechanical breakdown requiring the van to be removed from service or deviate from the schedule Mean Distance Between Failures is used to monitor trends in vehicle breakdowns that cause vans to go out of service and to plan corrective actions. Factors that influence MetroAccess van fleet reliability include vehicle age, quality of maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction.

SERVICE RELIABILITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Elevator and Escalator Availability	In-service percentage Hours in service ÷ Operating hours Hours in service = Operating hours – Hours out of service Operating hours = Operating hours per unit x number of units	Escalator/elevator availability is a key component of customer satisfaction with Metrorail service. This measure communicates system-wide escalator and elevator performance (at all stations over the course of the day) and will vary from an individual customer's experience. Availability is the percentage of time that Metrorail escalators or elevators in stations and parking garages are in service during operating hours. Customers access Metrorail stations via escalators to the train platform, while elevators provide an accessible path of travel for persons with disabilities, seniors, customers with strollers, and travelers carrying luggage. An out-of-service escalator requires walking up or down a stopped escalator, which can add to travel time and may make stations inaccessible to some customers. When an elevator is out of service, Metro is required to provide alternative services which may include shuttle bus service to another station.
Available Track (FTA Asset Management performance measure)	Percentage of track segments with performance restrictions at 9:00 AM the first Wednesday of every month Number of track miles with performance restrictions ÷ 234 total miles (There are 234 miles of rail track that trains travel while in revenue service in the Metro system)	In 2016, the Federal Transit Administration (FTA) issued its Final Rule on Transit Asset Management, which requires transit properties to set targets and report performance on a variety of measures, including guideway condition. Guideway includes track, signals and systems. A performance restriction occurs when there is a speed restriction: the maximum train speed is set below the guideway design speed. Performance restrictions may result from a variety of causes, including defects, signaling issues, construction zones, and maintenance causes. FTA considers performance restrictions to be a proxy for both track condition and the underlying guideway condition.
Offloads	Number of all offloads	An offload is any time all passengers traveling on a train must get off the train for any un-scheduled reason (e.g., not a turnback or planned removal from service). Offloads are a key driver of customer on-time performance and communicates the impact of Metro's maintenance and engineering programs on customer service. Factors that influence offloads are railcar performance, rail infrastructure performance, rail operations policies, and customer behavior.

SERVICE RELIABILITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Rail Crowding	Percentage of passenger time spent on vehicles exceeding crowding guidelines Number of crowded passenger minutes ÷ Total number of passenger minutes	Crowding is a key driver of customer satisfaction with Metrorail service. Crowding measures the percentage of passenger time spent on vehicles that exceed crowding guidelines per WMATA service standards: ► Before Pandemic: 100 passengers per car ► Pandemic: 23 passengers per car (before June 11, 2021), 75 passengers per car (after June 11, 2021) Crowding informs decision making regarding asset investments, service plans and scheduling. Factors that can effect crowding include: service reliability, missed trips insufficient schedule, or unusual demand.
Bus Crowding	Percentage of bus stops encountered by a bus that exceeds crowding guidelines Number of bus stops encountered by a crowded bus ÷ Total number of bus stops encountered	Crowding is a key driver of customer satisfaction with Metrobus service. Crowding measures the percentage of bus stops encountered by a bus that exceeds crowding guidelines per WMATA service standards: ► Before Pandemic: 120% of seated capacity during peak for BRT, framework, and coverage routes, 100% off peak and at all times on commuter routes ► Pandemic: 50% of seated capacity before FY22, 75% of seated capacity in FY22 Crowding informs decision making regarding asset investments, service plans and scheduling. Factors that can affect crowding include: service reliability, missed trips insufficient schedule, or unusual demand. Note: Prior to the adoption of the Metrobus Service Guidelines in December 2020, crowding guidelines were 120% of seated load for all services except express bus during peak.
Customer Satisfaction	Survey respondent rating: Number of survey respondents (active riders) who marked their last Metrorail/Metrobus trip as "very satisfactory" OR the second highest category in a five-point scale ÷ Total number of respondents	Surveying customers about the quality of Metro's service delivery provides a mechanism to continually identify those areas of the operation where actions to improve the service can maximize rider satisfaction. Customer satisfaction is defined as the percent of customer survey respondents who rated their *last trip within a 30-day period* on Metrobus or Metrorail as a "5" or "4" in the customer satisfaction survey, with "5" denoting "very satisfied" and "1" denoting "very unsatisfied". Metro distributes this survey through address-based sampling on a biweekly basis, and respondents must meet specific criteria to participate. Results are summarized quarterly.

FINANCIAL RESPONSIBILITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Operating Cost per Passenger Trip	Operating Cost / # of Unlinked Passenger Trips	This indicator tracks Metro's operating expenses for each passenger trip. This measure can provide insight into how efficient Metro may be with providing service to passengers and how ridership may affect operating expenses.
Operating Cost per Service Mile	Operating Cost / # of Service Miles	This indicator tracks Metro's operating expenses for each service mile (also known as a revenue mile) delivered. This measure can provide insight into the operating costs associated with delivering service; it excludes deadhead miles which are miles traveled while the vehicle is not in revenue service.
Operating Cost per Revenue Hour	Operating Cost / # of Revenue Hours	This indicator tracks operating costs used to fund each hour of revenue service. This measure can provide insight into the operating cost impact associated with Metro's hours of service.
Farebox Recovery Ratio	Farebox Revenue / Operating Cost	The recovery ratio used in this report follows the NTD definition, which is the proportion of operating costs that are covered by fare revenue paid by passengers. This measure can provide insight into how adequately fare prices and the correlating ridership contribute to Metro's operating financial sustainability.
Vacancy Rate	Percentage of budgeted positions that are vacant (Number of budgeted positions – number of employees in budgeted positions) ÷ number of budgeted positions	Vacancy Rate is a designator of organization health. When Metro's vacancy rate is low, positions are filled, better meeting Metro's operational and business needs, reducing overtime costs, and improving morale. Vacancy Rate also helps in developing Metro's operating budget.

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Appendix J – Glossary of Terms

Accounting Basis	The accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting, under which revenues and expenses are recognized when earned or incurred.
Accrual Basis	Basis of Accounting where revenues are recognized when they are measurable and earned. Expenses are recorded when incurred.
American Rescue Plan Act of 2021 (ARPA)	A law that provided economic and other relief from the COVID-19 pandemic, including $1.9 trillion in funding for individuals, businesses, and state and local governments.
Approved Budget	The revenue and expenditure plan approved by the WMATA Board of Directors for a specific one-year period starting on July 1.
Assets	Property owned by Metro which has monetary value with a future benefit.
Balanced Budget	Refers to a budget where estimated revenues are equal to or greater than estimated expenses.
Board of Directors	The Board of Directors is a 16-member body composed of eight voting and eight alternate members responsible for corporate governance of WMATA.
Bond	A written promise to pay a specified sum of money (face value) at a specified future date and the proposed means of financing them.
Bond Proceeds	Refers to additional local capital funds raised, when necessary, by issuance of revenue bonds in the municipal markets.
Budget	Refers to a financial operation embodying an estimate of revenues and expenditures for a fiscal period of 12 months or longer. This can be an operating or capital budget.
Budget Calendar	Refers to a schedule of key dates for specific milestones in the preparation and approval of a budget.

Budget Document	Refers to the official written statement and the supporting numbers prepared by the financial staff for presentation for approval by the Board.
Budget Message	Refers to the general discussion of the budget document presented in writing as an overview, usually by the head of the organization
Bus Shelter	A shelter for riders to wait for the bus - a canopy area with or without bench seating. In addition, the shelter includes a display case with bus information for Metrobus riders and is equipped with a trash receptacle.
Bus Stop	Refers to a stop indicated by a sign for riders to wait for the bus.
Capital Assets	Assets of a material value that have a useful life of more than one year. Also called fixed assets.
Capital Budget	The portion of the budget that provides for the funding of improvements, projects and major equipment purchases.
Capital Improvement Program	The six-year plan of capital projects to be completed by Metro.
Cash Basis	Basis of Accounting whereby revenue and expense are recorded on the books of account when received and paid, respectively, without regard to the period in which they are incurred.
Compact	Refers to interstate compact creating WMATA; this is a special type of contract or agreement between the three jurisdictions within which the organization operates.
Contingency Funds	Operating and capital funds reserved for unexpected expenditures during the fiscal year which were not addressed in the annual budget.
Coronavirus **(Also see Covid-19)**	Refers to a family (Coronaviridae) of large single-stranded RNA viruses that have a lipid envelope studded with club-shaped spike proteins, infect birds and many mammals including humans, and include the causative agents of MERS, SARS, and Covid-19; also, an illness caused by a coronavirus.
Coronavirus Aid, Relief, and Economic Security Act (CARES)	A law which provided an economic relief package of over $2 trillion in 2020 to American people as protection against the public health and economic impacts of Covid-19.

Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA)	A law which provided supplemental appropriations for Covid-19 relief which included $14 billion allocated to support the transit industry.
Cost Allocation	Refers to a process by which indirect or common costs are distributed to multiple cost objects (i.e., job, task, or business unit) based on a prescribed basis or methodology. For example, overhead costs such as IT support are allocated to the transportation modes on a percentage basis.
Covid-19 **(Also see Coronavirus)**	First identified in Wuhan, China in December 2019, Covid-19 refers to a mild to severe respiratory illness caused by a coronavirus (severe acute respiratory syndrome coronavirus 2 of the genus Betacoronavirus) and is transmitted chiefly by contact with infectious material (such as respiratory droplets) or with objects or surfaces contaminated by the causative virus, and is characterized especially by fever, cough, and shortness of breath and may progress to pneumonia and respiratory failure.
DC Circulator	Refers to a bus route funded by the DC Government with support from Metro to take persons to Washington, DC's premier cultural, shopping, dining, and business destinations.
Deadhead	Refers to non-revenue time when a bus or train is not carrying revenue passengers, usually a trip from, to, or between lines, yards or garages. Usually this refers to bus or rail travel to or from the garage or yard to a terminus or station where revenue service begins or ends.
Deficit	Refers to an excess of Liabilities over Assets or Expenses over Revenue.
Department	A major organizational unit that has overall responsibility for an operation or a group of operations within a functional area.
Development and Evaluation	An initial investment into the planning, development and evaluation of potential or proposed capital projects to determine if a project is viable and should be pursued.
Division	Refers to a garage and yard facility where buses are stored, maintained, and dispatched into service.
Fairfax Connector	The bus system that runs seven days a week with service throughout Fairfax County, Virginia and to Metrorail stations on the Orange, Blue and Yellow lines, including the Pentagon.

Fare box recovery ratio	Refers to the ratio of passenger fares (including inter-agency agreements related to fares) to total operating costs.
Farecard	Refers to a paper pass used to ride Metrorail or Metrobus. Paper farecards are no longer accepted by bus or at rail faregates (as of March 2016).
Four-point Securement System	Refers to an onboard securement system for wheelchairs, three-wheel and four-wheel scooters. The system incorporates four seatbelt-type straps that attach to the frame of a mobility device as a way to keep it from moving or rolling while on the bus.
Head Sign	Refers to the sign above the front windshield of a bus describing the line number or letter, its line name, and destination.
Headway (Frequency)	Refers to time intervals between vehicles moving in the same direction on a particular route. Headway can change on a line during the day as rider demand changes.
Kiss and Ride	Refers to an area within a station where commuters are driven by private car and dropped off to board Metrobus or Metrorail.
Kneeling Bus (Also see Passenger Lift)	Refers to a feature on buses that lowers the floor to the curb or to near-curb level to make it easier for passengers to board, especially for seniors and persons with disabilities.
Layover Time (Also known as Spot Time)	Refers to time built into a schedule between arrival and departure for bus drivers to rest; minimum times are set by union contract. Layovers normally occur at each end of a route to allow for a driver's break and schedule recovery, but they may be scheduled at other points to allow for timed transfer connections.
Liability	A debt or legal obligation arising from transactions in the past which must be liquidated, renewed or refunded at a future date.
Modified Accrual Basis	An accounting method that combines accrual-basis accounting with cash-basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable, and with a few exceptions, recognizes expenditures when liabilities are incurred.
NextBus	Refers to the application that uses satellite technology for Metrobus locations to track the arrival times for bus operators and customers.

Office	An organizational unit that falls under the structure of a department.
Paratransit	Refers to scheduled service for people who cannot use regular fixed-route bus service. MetroAccess uses vans and sedans to provide this service in the Washington Metropolitan area.
Park and Ride	Refers to the parking facility available for riders at Metrorail stations.
Passenger Lift **(Also see Kneeling Bus)**	A mechanical device, either a lift or ramp, that allows wheelchair or scooter users as well as other mobility-impaired passengers to board a bus without climbing the steps.
Peak Service	Refers to weekday a.m. and p.m. service during commute hours that carries a maximum number of passengers. For Metrorail, peak hours are defined as the time between opening and 9:30 AM in the morning, and between 3 PM and 7 PM at night.
Personnel Expenses	Refers to expenditure in the operating budget for salaries and wages paid for services performed by Metro employees as well as fringe benefits costs associated with their employment.
Platform Hours	The total scheduled time a bus spends from pull-out to pull-in at the division. Platform hours are used as a benchmark to calculate the efficiency of service by comparing "pay to platform" hours.
Programmed Reader	A machine that is attached to the fare gate/fare box where magnetic fare media can be read on Metrorail and Metrobus.
Revenue	An increase in fund assets from operational activity such as passenger fares, parking and advertising.
Revenue Bonds	A bond on which debt service is payable solely from a restricted revenue source.
Revenue Hours **(Also known as Revenue Service)**	Refers to all scheduled time bus/rail spends serving passengers, which can also be defined as platform hours minus deadhead and layover time.
Revenue Passengers	Refers to passengers who enter the system through the payment of a fare.

Revenue trip	Refers to any linked or unlinked trip that generates revenue by cash payment, use of a pass, and/or any other means of payment.
Ride-On	Refers to Montgomery County regional bus transit system.
Slinky bus	Refers to a nickname used by passengers for an articulated bus.
SmartStudent Pass	A monthly pass for unlimited travel on Metrobus and Metrorail for students under 19 years of age who live and attend school in the District of Columbia.
SmarTrip®	Refers to a technology built and designed by Cubic Transportation Systems, Inc., a subsidiary of San Diego-based Cubic Corporation to add and deduct value from an electronically encoded card when a rider passes the card near a programmed reader on Metrobus and at fare gates on Metrorail.
Strategic Buses	Refers to spare buses available for service in the event that a bus in route is taken out of service.
Subsidy	Refers to funding received from jurisdictional funding partners in the Washington Metropolitan area consisting of Washington, DC, suburban Maryland (Montgomery County and Prince George's County) and Northern Virginia counties of Arlington, Fairfax and Loudoun, and the Cities of Alexandria, Fairfax and Falls Church.
TheBus	Prince George's County, Maryland's local bus service.
Transit Advertising	Refers to ads posted on the exterior and interior of buses and rail cars.
Tripper	A short piece of work (usually on a bus, but sometimes on a train) not long enough to qualify as complete run or full day's work. May involve vehicles from one line or route being re-routed to serve another.
Trunk Line	A route operating along a major corridor that carries a large number of passengers and operates at headway frequencies of 15 minutes or less.
Unlinked Passenger Trip	Unlinked passenger trips count each boarding as a separate trip.

Appendix K – Glossary of Acronyms and Abbreviations

A	
AAC	Accessibility Advisory Committee
AC	Alternating Current
ACS	American Community Survey
ACS	Authorized Construction Site
ACSO	Assistant Chief Safety Officers
ADA	Americans with Disabilities Act
AFC	Automatic Fare Collection
APC	Automatic Passenger Counter
APTA	American Public Transportation Association
ARPA	The American Rescue Plan Act of 2021
ART	Arlington Transit
ATOC	Adjacent and Task Order Construction
AWP	Annual Work Plan
B	
B2G	Back2Good
C	
CAFR	Comprehensive Annual Financial Report
CAP	Corrective Action Plan
CAPS	Coordinated Alternatives to Paratransit Services
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
CBA	Collective Bargaining Agreement
CCTV	Closed-Circuit Television
CES	Bureau of Labor Statistics' Current Employment Statistics

CENV	Chief Engineer Vehicles
CFA	Capital Funding Agreement
CIP	Capital Improvement Program
CLRP	Constrained Long-Range Plan
CMAQ	Congestion Mitigation and Air Quality
CNF	Capital Needs Forecast; Formerly Capital Needs Inventory (CNI)
CNG	Compressed Natural Gas
COAR	Capital Office of Administration and Resources
COG	(Metropolitan Washington) Council of Governments
CoMET	Community of Metros
Covid-19	See *Covid-19* or *Coronavirus*, Appendix K
CPAC	Capital Program Advisory Committee
CRCS	Comprehensive Radio Communications System
CTF	Carmen Turner Facility
CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act of 2021
D	
D&E	Development and Evaluation
D/B	Design/Build
D/B/B	Design/Bid/Build
DBE	Disadvantaged Business Enterprise
DOE	Department of Energy
DOT	Department of Transportation
DPS	Drainage Pumping Station
E	
EEO	Equal Employment Opportunity
EMT	Executive Management Team
ERM	Enterprise Risk Management
EVP	Executive Vice President

F	
F/O	Fiber Optic
FBI	Federal Bureau of Investigation
FTA	Federal Transit Administration
FTE	Full Time Equivalent (used for headcount calculations)
G	
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GM/CEO	General Manager and Chief Executive Officer
GSA	General Services Administration
H	
HEDS	Hybrid Enterprise Document Management System
HEOP	Heavy Equipment Overhaul Program
HSA	Human Services Agencies
HVAC	Heating, Ventilation, And Air Conditioning
I	
IDIQ	Indefinite Delivery/Indefinite Quantity
IIoT	Industrial Internet of Things
IIJA	Infrastructure Investment and Jobs Act
IMS	Integrated Master Schedule
IRP	Infrastructure Renewal Program
IT	Information Technology
J	
JCC	Joint Coordinating Committee
JGB	Jackson Graham Building

K	
KMSRA	Keeping Metro Safe, Reliable and Affordable
KPI	Key Performance Indicator
L	
M	
MAP-21	Moving Ahead for Progress in the 21st Century Act
MBE	Minority Business Enterprise
MDBD	Mean Distance Between Delays
MDBF	Mean Distance Between Failures
MDOT	Maryland Department of Transportation
METRO	Washington Metropolitan Area Transit Authority
MEAD	Metro Electronic Action Document
MOD	(Contract) Modification
MPO	Metropolitan Planning Organization
MSRPH	Metrorail Safety Rules Procedures Handbook
MTA	Maryland Transit Administration
MWAA	Metropolitan Washington Airports Authority
MWCOG	Metropolitan Washington Council of Governments
N	
NEDCTP	National Explosive Detection Canine Team Program
NRF	Non-Revenue Fleet
NTD	National Transit Database
NTSB	National Transportation Safety Board
NTE	Not to Exceed
NTI	National Transit Institute
NVTA	The Northern Virginia Transportation Authority
NVTC	The Northern Virginia Transportation Commission

O	
OTP	On-Time Performance
P	
P/I	Policy Instruction
PCO	Pending (or proposed) Change Order
PLC	Pneumatic Logic Control
PM	Project Manager
PPE	Personal Protective Equipment
PRIIA	Passenger Rail Investment and Improvement Act
PTASP	Public Transit Agency Safety Plan
Q	
QA	Quality Assurance
QMSP	Quality Management System Plan
R	
RAC	Riders' Advisory Council
RFP	Request for Proposal
ROW	Right of Way
RPO	Recruitment Process Outsourcing
S	
S&I	Service and Inspection
SMS	Safety Measurement System
SOC	Station Operator's Console
SOS	Scope of Service
SOW	Scope of Work
SSOA	State Safety Oversight Agency
T	
TC	Train Control
TIFIA	Transportation Infrastructure Finance and Innovation Act

TIP	Transportation Improvement Program
TOC	Tristate Oversight Committee
TPB	The National Capital Region Transportation Planning Board
TPSS	Traction Power Substation
TSGP	Transit Security Grant Program
TSI	Transportation Safety Institute
TSP	Transit Signal Priority
U	
UPS	Unit Price Schedule
USPS	United States Postal Service
V	
VMI	Vendor Managed Inventory
VP	Vice President
VPN	Virtual Private Network
VRE	Virginia Railway Express
W	
WMATA	Washington Metropolitan Area Transit Authority
WMSC	Washington Metrorail Safety Commission
X	
Y	
YE	Year End
Z	

How to Contact Metro

By mail or in person:

Washington Metropolitan Area Transit Authority
300 Seventh Street SW, Washington, DC 20024

To reach Metro headquarters by Metrorail, the closest station is L'Enfant Plaza and the closest station exit is at D and 7th Streets. To reach Metro headquarters by Metrobus, use routes 52 or 74.

By website:

http://www.wmata.com

By telephone:

Metro Information

202-637-7000 (TTY 202-962-2033)
Metrobus and rail schedules, fares, parking, Bike 'N Ride program, and more
Weekdays: 7:00 a.m. to 8:00 p.m.
Saturday and Sunday: 8:00 a.m. to 8:00 p.m.

Customer Relations

202-637-1328
Suggestions, commendations, comments
Weekdays: 8:30 a.m. to 5:00 p.m.

MetroAccess

301-562-5360 (TTY 301-588-7535) or
toll free at 800-523-7009

Transit Police

202-962-2121
Text Message 696873 (MyMTPD)